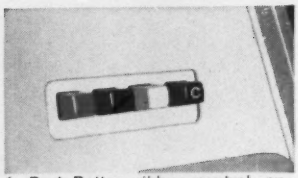
Office Management and AMERICAN BUSINESS

The Magazine of Administration and Systems · December 1960

Self-discovery is core of revolutionary training technique
AMA conference opens the door to top management opportunity
Four input methods are available for using computer service centers

The new Smith-Corona 400 at Knoll Associates



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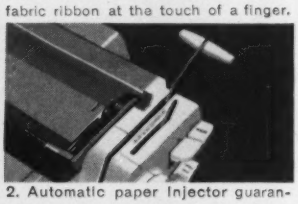

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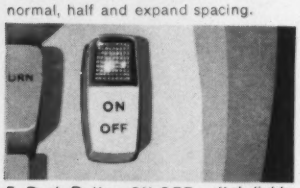

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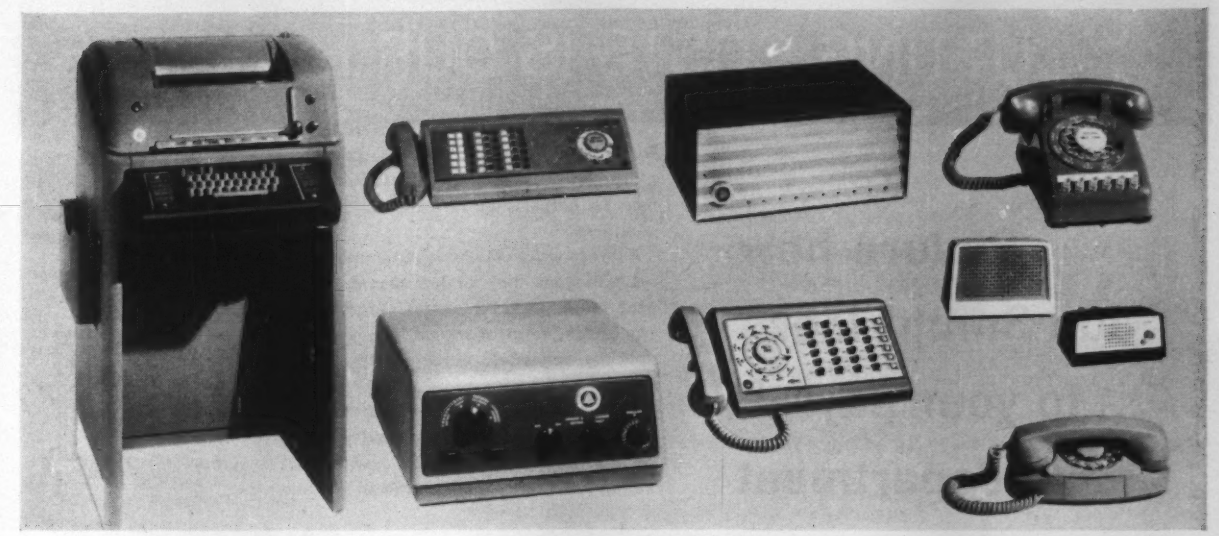

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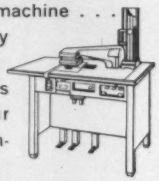

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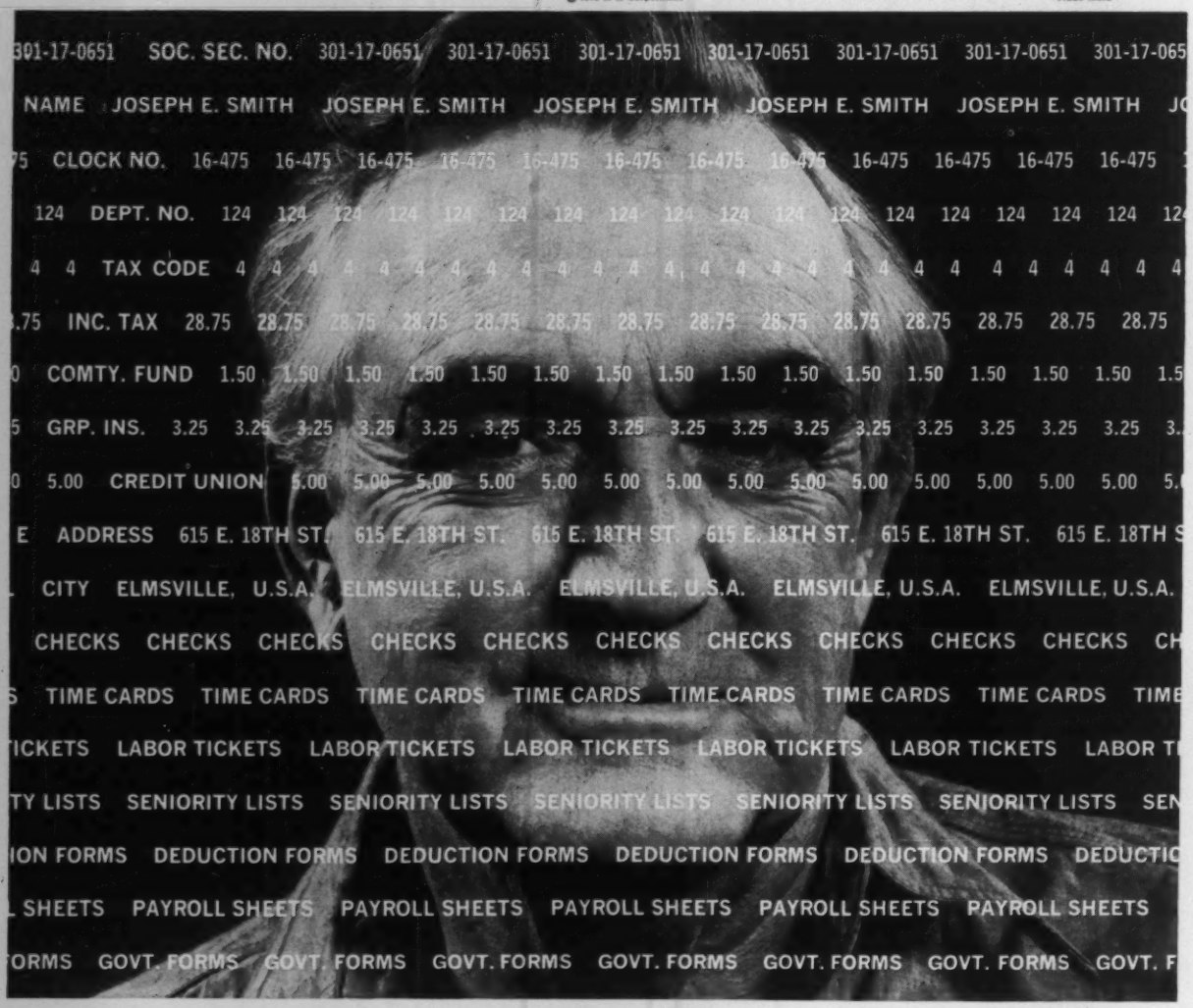
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Office Management
and AMERICAN BUSINESS

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PUBLISHER
Donald McAllister

EDITOR
Robert M. Smith

MANAGING EDITOR
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ASSOCIATE EDITORS
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Lever House, which in 1952 was the forerunner of the glass encased skyscraper office buildings that have proliferated along New York's upper Park Avenue, is seen in the foreground of this month's cover. Lights glitter at 4:50 p.m. as clerical workers prepare for the dash to the subways.

December, 1960
Volume XXI, Number 12

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(Circle No. 23 on Reader Inquiry Card)

Coming Events

Fourth Annual International Visual Communications Congress, Chicago, December 3-6.

Sponsor: Society of Reproduction Engineers and Association of Professional Draftsmen.

Place: Hotel Sherman.

NAM 65th Annual Congress, New York, December 7-9.

Sponsor: National Association of Manufacturers.

Place: Waldorf-Astoria.

Eastern Joint Computer Conference, New York, December 13-15.

Place: Hotel New Yorker and the Manhattan Center.

AMA Seminar, "Smaller Office Operations," New York, January 11-13.

Sponsor: American Management Association.

Place: Hotel Astor.

AMA Seminar, "Data Processing Installations," New York, January 18-20.

Sponsor: American Management Association.

Place: Hotel Astor.

Northeastern Michigan Business Machine and Equipment Show, Alpena, February 8-10.

Sponsor: National Association of Accountants, Northeastern Mich.

Place: New Masonic Temple.

Cincinnati Office & Business Equipment Show, Cincinnati, February 21-23.

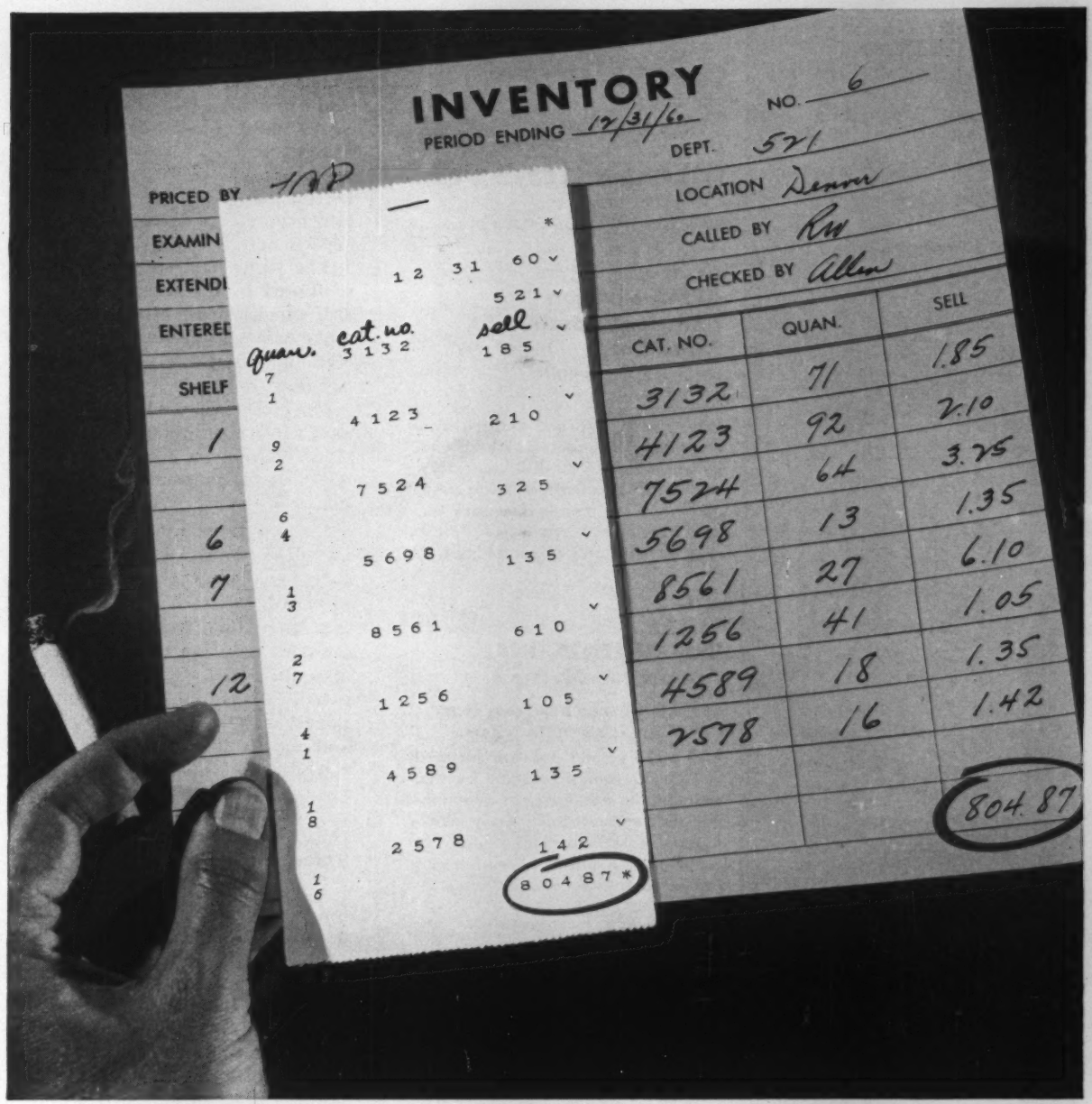
Sponsor: Cincinnati businessmen.

Place: Hotel Sheraton Gibson.

AMA Seminar, "Profit Center," New York, February 15-17.

Sponsor: American Management Association.

Place: Hotel Astor.



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SYSTEMS SPECIALISTS IN PRINCIPAL CITIES

(Circle No. 50 on Reader Inquiry Card)

Office purchasing offers greates cost reduction

The buying of office equipment, stationery supplies, and printing allows more opportunity for value analysis and cost reduction than any other area of business, Harold McDonald of Detroit Edison Co. told a conference of standardization experts here.

The three-day conference was sponsored by the American Standards Association. Mr. McDonald spoke at a session arranged by the National Association of Purchasing Agents.

Mr. McDonald used his own company's office equipment and supplies division to illustrate three instances of important cost reduction:

1. On a three-ring binder a saving of $1,100 a year was made by changing the covering from canvas to plastic.

2. More than $2,500 a year was saved by reducing the total weight of multi-wall fly ash bags from a two-ply 50 pound and one-ply 60 pound kraft, to a two-ply 50 pound and one-ply 40 pound.

3. On one order, $936 was saved by changing from imitation leather to plastic on vehicle card holders.

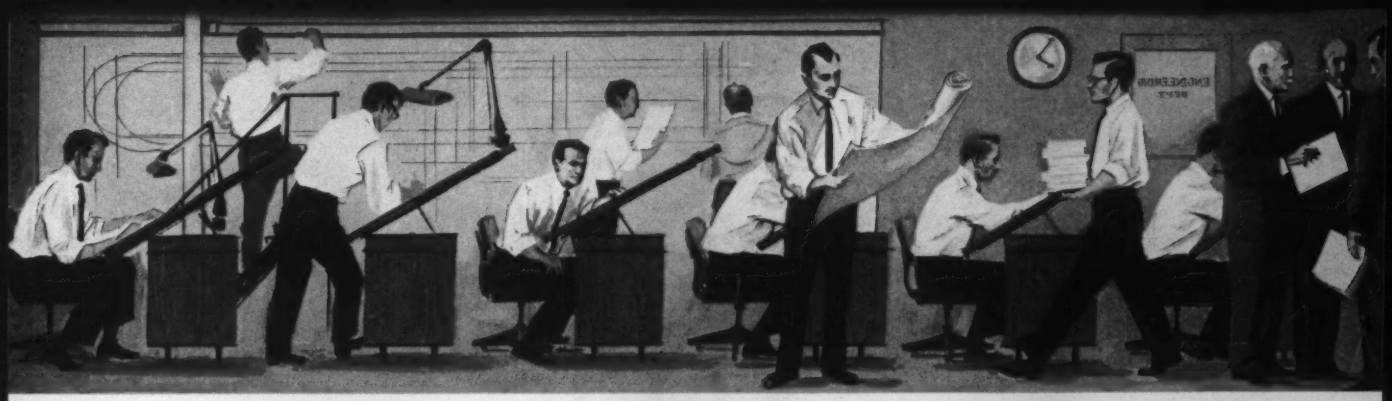
Value analysis is for all

Value analysis, he continued, requires good judgment and depends on the knowledge and experience of the buyer, the user, and the supplier for proper application and the best return in terms of value.

Mr. McDonald also dealt with the application of value analysis in the area of forms and printing. He pointed out that the selection of the appropriate grade, kind, and weight of paper for a form can result in considerable savings. The use of standard sizes permits combination printing runs, and in many cases it is possible to eliminate duplicate forms and operations by active coordination and control.

He concluded by saying that value analysis is available to everyone and that it is only necessary to put it to work to make the materials or services utilized cost no more than they are worth.

The conference was held Oct. 25-27 in New York's Sheraton Atlantic Hotel.



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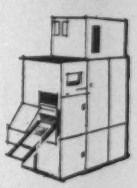

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...WHERE RESEARCH IS THE KEY TO TOMORROW

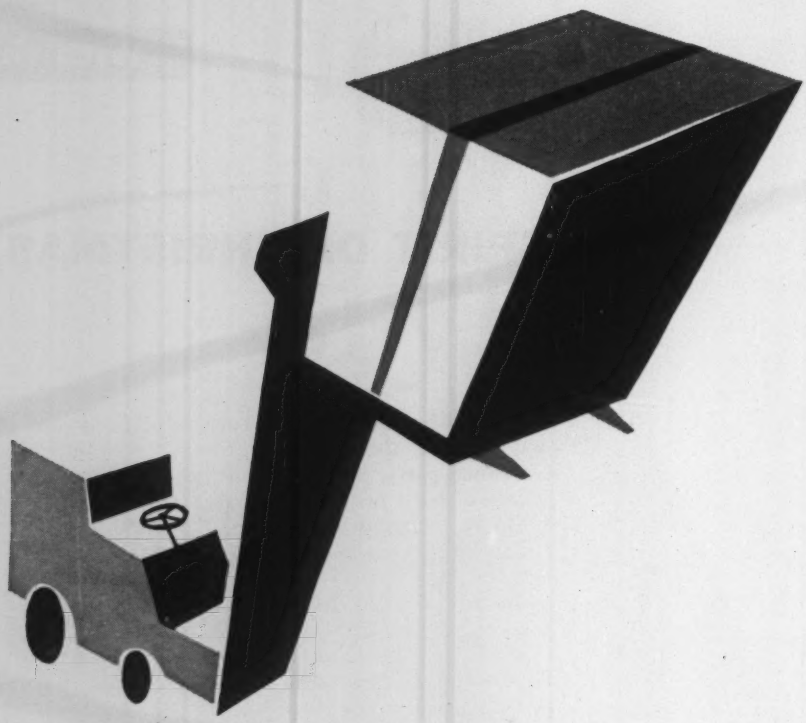
(Circle No. 32 on Reader Inquiry Card)

SPIRIT OF CHRISTMAS, 1960

THE YULE season is upon us again and with it, the inevitable office Christmas party. This venerable institution, born during World War II when companies preferred to lavish their excess profits upon employees rather than surrender them to the tax collector, has survived to the present day.

Since its inception, the office Christmas party has been an object of much corporate introspection. Its proponents point to its morale building qualities and claim that, if properly supervised, the office party can be as sedate as a D.A.R. tea. Its foes charge—and rightly so—that an uncontrolled party can degenerate into a senseless and embarrassing frolic around the file cabinets.

Several Chicago companies took a fresh approach to this problem during the Christmas season of 1958. Instead of sponsoring parties, they contributed the money they would have spent to the families of children killed and injured in a parochial school fire. Surely in 1960 there are equally worthwhile causes that afford expression of the spirit of Christmas.



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NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle No. 43 on Reader Inquiry Card)

SELF-DISCOVERY IS CORE OF NEW TRAINING TECHNIQUE

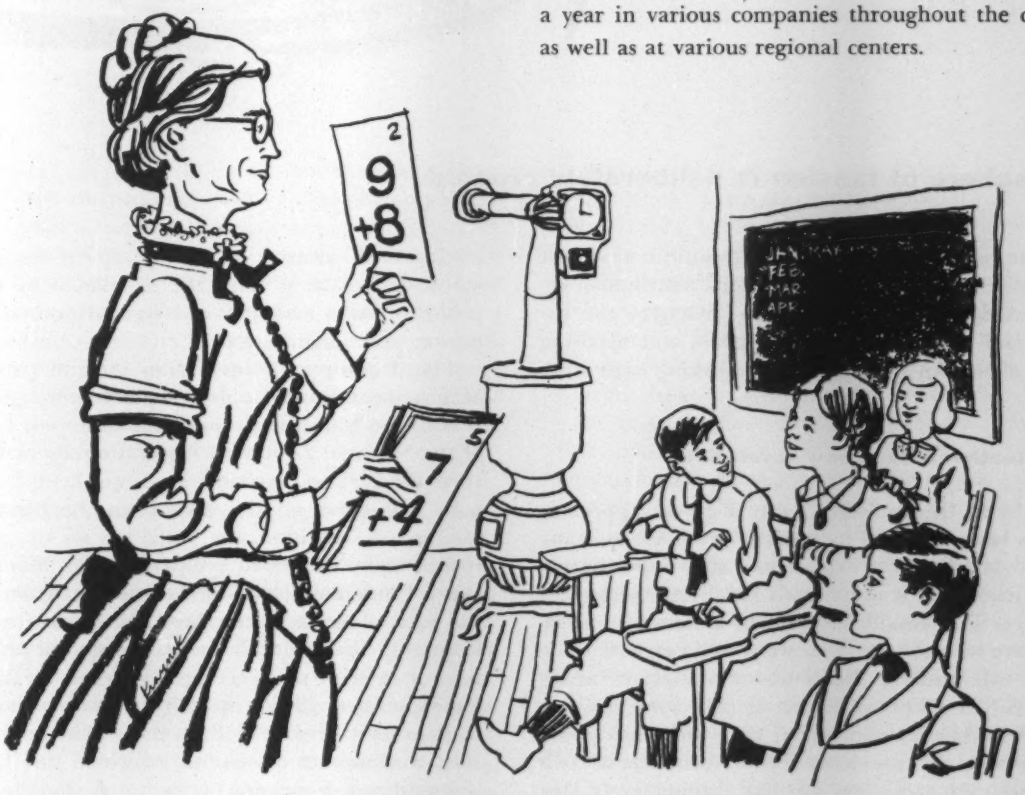
T-group approach puts group in ambiguous situation; lets it fend for itself with minimum of guidance —

By ROBERT M. SMITH

THE GROUP sits around a table, a little bewildered, a little lost. At first, no one says anything. The seconds stretch out like minutes, the minutes, in instances where the silence lasts that long, seem almost like hours—

And, finally, the nervous tension high, someone says something. He may introduce himself, he may ask a querulous question. Whatever it is, he breaks the silence—and the T (for training) group is in session.

This type of scene is being re-enacted several times a year in various companies throughout the country, as well as at various regional centers.



Basic training approach was that used with school children; teaching was by precept, principle, and proposition rather than participation.

Atmosphere of tension is deliberately created

It's the heart of a new training technique designed to improve executive communications and human relations skills by teaching business managers the dynamics and principles of group action, and exposing to them their own shortcomings in working with other people.

New situation breeds new revelations

The basic theory behind the T-group approach, which is being adopted in training programs in many of the country's most experienced and sophisticated companies, is that if individuals are forced to reorient themselves in a totally amorphous situation, a situation where no one tells them what to do or how to do it, they will discover things about themselves which they have never known before. If they don't discover flaws or weaknesses themselves, they will learn about them through the comments of other members of their group, who are executives just like themselves, neither subordinate nor superior to them in position. In short, it's a process of casting a group completely adrift, and forcing each member of the group to find himself within it. In the process, the member is at least exposed to a new and unbiased view of himself, his behavior, and his attitudes.

The T-group technique is an integral part of the Management Work Conferences held throughout the year by the National Training Laboratories, a division of the National Education Association. Similar conferences for various personnel levels are held, from company presidents all the way down the hierarchy to foremen. In addition, the NTL has set up programs within many interested companies. The Management Work Conferences held periodically at Arden House, the palatial estate at Harriman, N. Y., now owned by Columbia University, however, are typical of the pattern of most of the meetings sponsored by the NTL. Each conference is an intensive two-week seminar for management personnel. Each day of the seminar consists of a number of sessions, of which the T-group—the undirected meeting—is but one. However, to a large extent, it is the T-group meeting which makes all the others meaningful.

A typical day at the Work Conference might begin with a brief discussion on some aspect of human relations—communications, listening theory, etc. Then the T-group might be devoted to a participative case, in which the members of the group are given a particular business situation, asked to organize themselves into a management team, and then solve the problem posed. Another discussion period in the evening, chaired by the group trainer, a professional social scientist, might analyze the particular parts played by each of the group members during the day.

Where is the innovation?

This type of schedule is followed throughout the entire two-week session. Members of each group remain together throughout the period (several groups work in each training conference simultaneously) with the same trainer.

The first reaction of the pragmatic to this program might be: "What's new about that?" The answer is simple. The T-group—the session in which the group is cast adrift in a vacuum as it were—is the innovation which lends all the other aspects of the program much of their value.

And the next reaction, then, might very easily be: "So what? How's this going to help me or my executives to do a better job? How's it going to teach them what to do in a given situation?"

The answer again is simple. It provides no cut and dried pattern of actions to follow in a given set of circumstances. It does, however, provide a participant the opportunity to see his performance pattern in a human situation clearly and without bias. Many executives know what should be done in a given situation, but they don't know how to do it, don't know how to mesh with others, don't know how to put their ideas across, or how to evaluate the merits of the ideas of their colleagues or subordinates.

Yet the feeling of many companies today is that the patterns of business are changing so rapidly that the most valuable training an executive at any level can receive is preparation to meet all situations intelligently rather than a particular given set of conditions.

"How can we train people when we don't know what we're training them for, or what problems they'll be facing ten years from now?" It's an old complaint in company training programs, and, for that matter, in all forms of specialized business education. In

(*To page* 16)

WHERE DO YOUR SPIRIT MASTERS RANK IN THE

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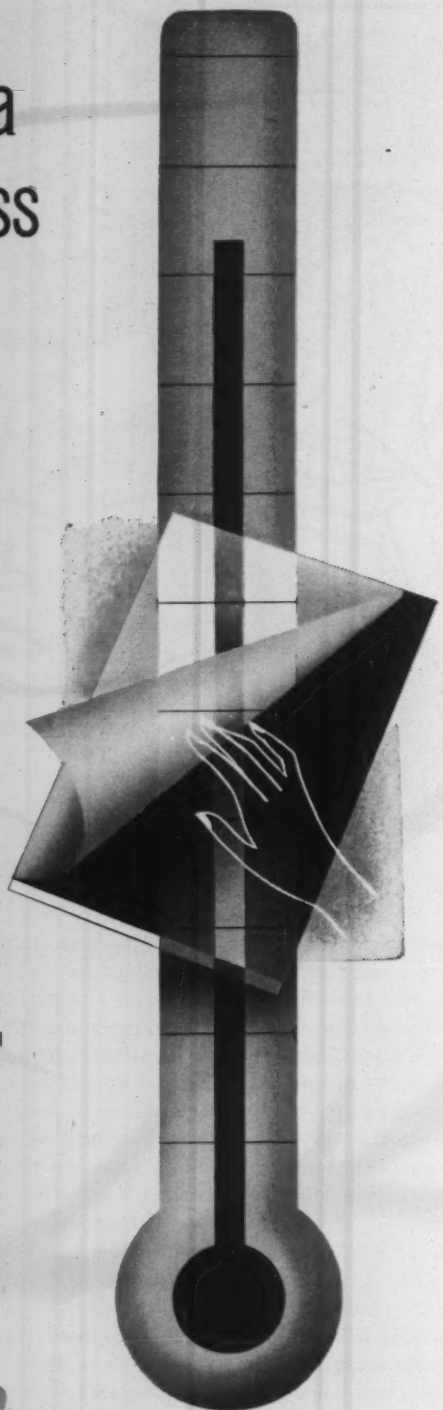

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(From page 15)

today's rapidly changing circumstances, it's a highly critical point.

How does the NTL approach differ from past training approaches, and in what way is it an improvement over them?

To find the answer, a brief recapitulation of the various changes and developments that have taken place in company and executive training programs is helpful. The first and earliest attempts at human relations training were of the exhortatory school.

The approach was inspirational—and not too effective. People were told by a lecturer how to behave. Then they went back to their jobs and applied—if they took the whole thing seriously at all—what they had learned. They were scrupulous in remembering to say "please" and "thank you." They carefully left the door of their office open at all times. The attitudes they had always had—the attitudes that are so much more important than the token gestures—weren't affected at all.

Next step in the training evolution was the "demonstration" technique in which the "right" and "wrong" ways to handle individual situations were illustrated. Then came the discussion method, in which particular situations were postulated by a chairman or leader, after which the group argued out the best method of handling the problem.

The "case" method is still popular today. Here an actual problem, and the solution found for it, were given the group, which was then asked to find improvements on the way the problem was attacked and solved. This approach preceded the introduction of role playing and the various simulation methods, in which participants, rather than analyzing a situation from the outside, "acted out" the situation.

Each of these methods was an improvement on its predecessor, according to NTL leaders, in that each stage was a step nearer reality. Direct lectures were weakest since they involved only a repetition of precepts, with no active involvement of those supposed to benefit by the precepts. Demonstration improved on this by at least making the precepts a little more graphic. Conference techniques required the

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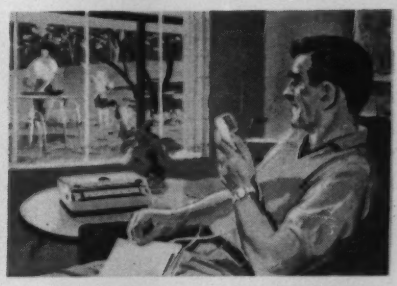

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Here are some typical features on automation in recent issues.

Sweeping personnel changes foreseen as result of automation.....August

Middle and top management levels will be affected by automation.....September

Computer service centers promise electronic data processing for all American business October

Through use of computer service center, retail chain gains better sales figures faster November

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(*From Page* 16)

participation of the learning group, but only in a discussion sense. The case method again made the situation a little more realistic, and sharpened the group's power of analysis a little, but it still did not draw the members into the situation itself. It was "Monday morning quarterbacking" with all the drawbacks implied in that phrase.

Simulation and role-playing methods were an improvement on all the preceding steps because they not only were the most faithful reproductions of an actual situation; They also involved the learning group as direct participants in the situation. They were lacking only in the fact that each person knew he was playing a role and so, to a degree, was "acting" rather than behaving as he actually would in a real situation. As a medium for training in decision making under pressure, the simulation and "game" techniques were excellent; as a method for training in communications and human relations, they had their drawbacks.

The laboratory method—the T-group approach—meets this lack to a large degree, since it exposes the participants to a situation that, within its limits, is completely real. This group exists. Its purpose: whatever the group decides to make it. The group must decide. In the process, the behavior patterns of each member of the group will reveal themselves clearly to his colleagues.

Theory behind the T-group plan is the learning process can take place most effectively only when three conditions are fulfilled:

There must be participation by the learner.

There must be feedback from the group to each member of the group.

There must be information—information as to the meaning of each of the various member's actions and attitudes in the light of psychological and group behavior principles. This last analysis is handled by professional personnel, but it gains in validity and impact since the person whose behavior pattern is being analyzed has already begun to look at his actions with a fresh viewpoint in the light of his colleagues' comments on those actions—the feedback part of the process.

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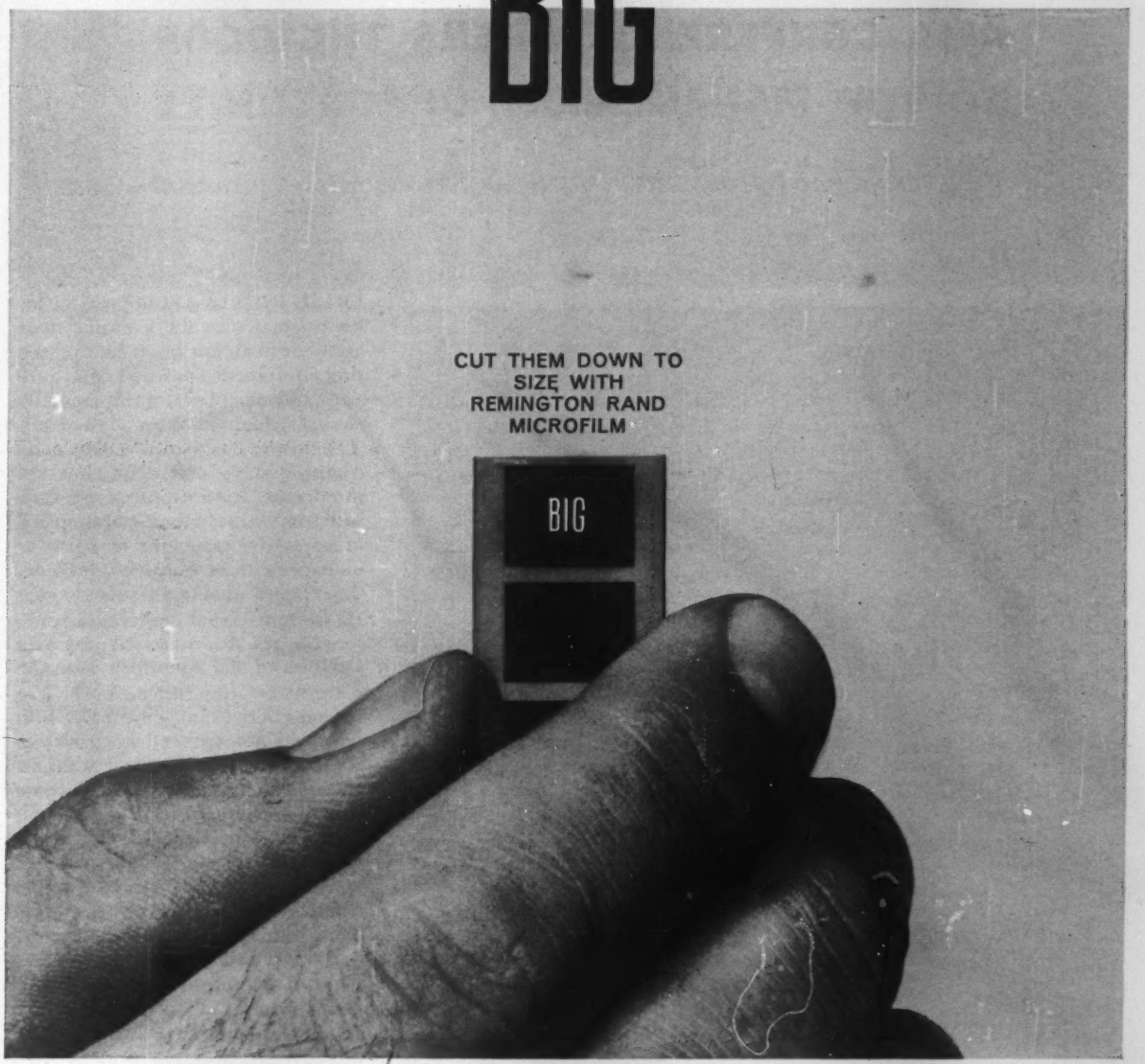

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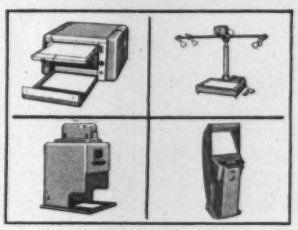

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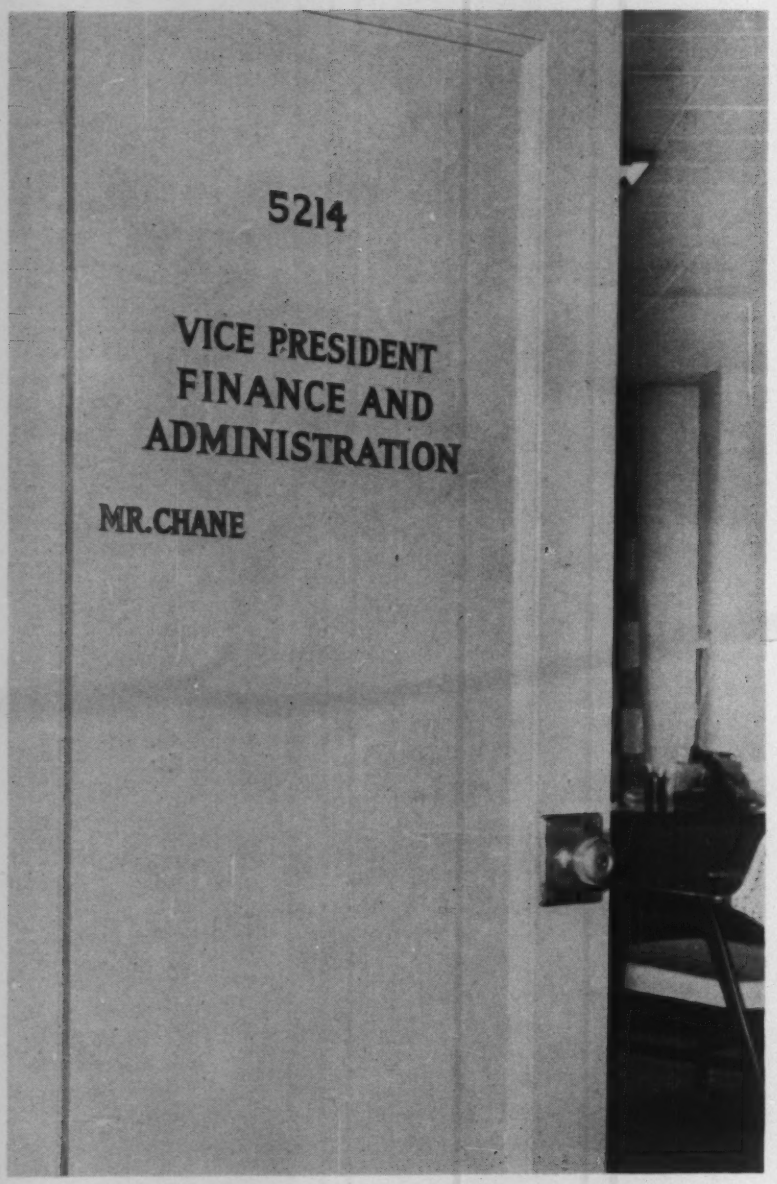
AMA CONFERENCE OPENS THE DOOR TO TOP MANAGEMENT OPPORTUNITY

Vice presidency of administration is within office manager's reach



The professional administrator: a new position to meet new business challenges.

FREDERICK TAYLOR submitted his original plea for scientific management in an era when data processing equipment consisted of a quill pen, and peripheral equipment included a high stool and eye shade. The world has grown vastly more complex since that time, but the intellectual leaders within the business community are still attempting to apply the principles of scientific management to business problems. The latest of these attempts was the recent special conference sponsored by the Administrative Services Division of the American Management Association in New York. The former Office Management Division began its new career by assembling top experts in the field of administrative management for the purpose — and theme — of the conference: "Shaping a new concept in administration."

"Today we find ourselves at the threshold of an entirely new concept of administrative management," declared Stevens L. Shea, vice president of data processing at American Insurance Co., Newark, N.J. In his opening day address, Mr. Shea warned that "to deny that administrative management must be elevated to a specialty within itself is just as surely to spell disaster for a corporation as to deny acceptance of the vast innovations of industrial technology." Mr. Shea, who heads the Adminstrative Service Division, is also an AMA vice president.

"The profit squeeze which permeates our economic climate has expanded our thinking from mere cost reduction to the far more important area of profit improvement. To whom, then, do we look to manage our vastly more complex operations today?

The Administrative Services Division held open panel discussions where conferees could explore administrative management.

"The answer is the professional administrator. His scope of operation is best summarized by General Electric, which defines management 'as a separate function, distinct and apart from other functions of business such as producing, selling, etc. The job of management (the professional administrator) is the additional force which sees that other tasks *are* accomplished and objectives achieved.'

"It took a world war"

"The first battleground of the professional administrator is in the area of paperwork, one of the most insidious and crippling malignancies in all business and industry today. What has created this enigma of paperwork? The industrial revolution, the growth and expansion of the population, industry, government, the increased complexity and consequent specialization of society, services, and products, all have had their influence. Complex tax laws and the impossibility of dealing with customers on a personal basis have added additional arms to this monster. Also, as organizations grow and become more specialized, their lines of communication multiply and the need for coordination increases. This requires more information or papework to direct, analyze, evaluate, and make decisions.

"Unfortunately, it took a world war to shape the destinies of data processing. Through the rapid development of the use of the electron, it was finally realized that it could be adapted and used to harness the life blood of an orginization—*i.e.* the transmittal of vital data and information to all functions of an organization. What is more important today is to relieve the various functional top executives of the responsibility for the how, where, and who of his information requirements so that he can spend more time on the what, why, and when of the information he needs to fulfill his responsibilities in planning, decision making, evaluating, and creating for the future.

"This must be recognized by the chief executive as a vital necessity in your organization. The recognition, however, may not come automatically, due to the daily pressures of all functions of his business with which he must concern himself. The chief executive will require your assistance and help in stating this problem and the need for a new concept in adminstrative management. This may not be easy and I submit that in some cases top management does not listen to its own personnel. I would suggest, therefore, that, if necessary, you recommend the use of an outside consultant or place before your chief executive the plans of other companies who have recognized the problem and are doing something about it.

"Once your chief executive recognizes the need for a new functional adminstrative executive, a program must be instituted that will divest an organization of its weaknesses in the data and information handling areas and provide a proper stage for this new concept of administrative management."

Mr. Shea listed four steps to create a strong administrative program:

1. Establish a definite plan of organization based on function and not personalities.
2. Establish executive positions to control and direct each function, including a new position of either vice president or director of administration which has the same status as the executives of all other functional areas.
3. Clarify lines of vertical authority and extend the decision-making process to all levels of management and bring them as close as possible to the point of initial action.
4. Provide a management guide for all executive, managerial, and supervisory personnel.

Who will be administrator?

Another opening day speaker, Lionel E. Griffith, assistant controller of International Latex Corp., Dover, Del., outlined the responsibilities of the administrative executive:

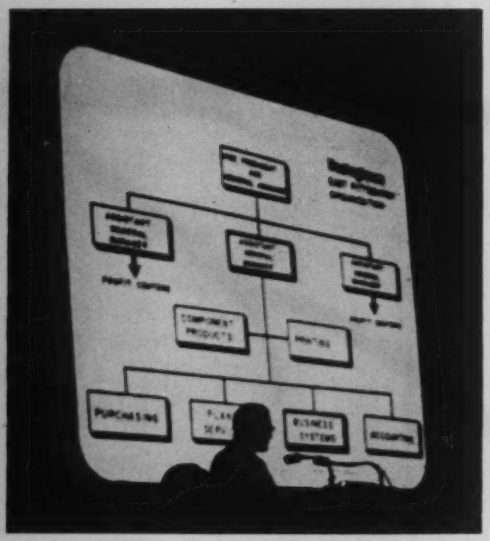
"The vice president of administration is a member of upper management charged with the responsibility of creating conditions which will bring about the optimum least cost use of all data resources available and necessary to the successful conduct of the business. He is charged with the development and maintenance of a systems network designed to give the 'intellectual' areas of the business the adequate, accurate, and speedy data and information that has been determined by the specialized intellectual areas to be necessary for the proper per-

formance of their functions. His responsibilities are limited in the development of data, information, and systems to the degree that there are restrictions in money, manpower, or resources placed on him by the policy discretion of the business.

"The scope of his work is immensely wide. On the one hand, he may be concerned with technical details, such as the memory capacity of a particular piece of equipment, while on the other hand he may be concerned with morale, or 'working climate,' with the administration problems presented by the handling of experts and coordination of the network of human relationships and responsibilities which go to make the data handling and information development areas of the business.

"Above all, he must build up the personnel comprising the data handling and information development areas of the business into a team, with a working pattern, a rhythm, and balance of its own, but geared into the requirements of the business as a whole."

On the basis of these needs, Mr. Griffith then described the qualities needed for the task.



Results of administrative concept at Westinghouse Electric are shown to group.

"Our vice president of administration must be a leader in the finest sense of the word, being capable of identifying a main truth running through a stream of divergent, confusing, and conflicting mixture of fact and opinion. He must have the ability to carry people with him and to put a plan across; to choose the right subordinates and experts, to balance them up, and weld them into a team animated by a common enthusiasm; to evoke, by the nature of his personality, a loyalty and devotion which makes the work seem worthwhile. He must have the ability to exact discipline from subordinates in the form of self-discipline, and with the rarest recourse to overt power; to be able to praise and to reprove, and know how and when to do so; to be able to admit an error and know how and when to make a change.

Four trends are at work

"These things require the possession of a high degree of influence or dominance, and acceptability to others. They require the objective mind, and the solid common sense that give a man the ability to distinguish essentials from frills, to grasp a situation, whole and in perspective, and see right to the heart of it; above all, that indefinable thing called judgment, that makes his decisions right more often than they are wrong; the personality to wring success even out of a wrong decision."

Completing the opening day program was a presentation of how the administrative management concept has worked at Westinghouse Electric Corp. The presentation was made by Marshall K. Evans, vice president of management services, and S. J. Merriman, assistant general manager of Westinghouse's East Pittsburgh Division.

According to Mr. Evans, a management services division should be careful "to avoid encroaching on the traditional areas of responsibility," and should concentrate on "the gaps between them and on the 'mortar' which holds them together, assuring that each operates in accordance with the master direction and objectives of the company rather than pulling at cross purposes."

Mr. Evans also reported that Westinghouse's Management Services Division, which was given its impetus in 1952 by then Vice President Mark W. Cresap, reflects four general developments in industry:

1. The emergence of general management as a profession as well as an art and the accompanying decline of the "seat of the pants" business methods.

2. The development of new techniques for analyzing and planning the proper course of action for the total enterprise. The newest and most complex of these techniques have been loosely described by the term "operations research."

3. The recognition of the vast potential for improved efficiency and productivity through the development of integrated systems within the organization.

4. The need for a neutral approach to all of the traditional functions of the business in the search for general improvement in operations.

Another case history of administrative management came from International Business Machines Corp., White Plains, N.Y. The speaker was Robert H. Howe, director of administration, who told of his company's success in using a computer to simulate a conceptual approach to administration based on marketing needs. "You will not be surprised to learn that at least we had the advantage of complete unanimity as to the choice of whose computer we would use," he quipped.

Mr. Howe described IBM's administrative concept this way: "We

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See also the previous articles on the Administrative Services Division's special conference: "AMA conference will stress new importance of administration," October 1960, pp. 26-28; "Vice President-Administration — That's the target for tomorrow," November 1960, pp. 15-20; OFFICE MANAGEMENT AND AMERICAN BUSINESS.

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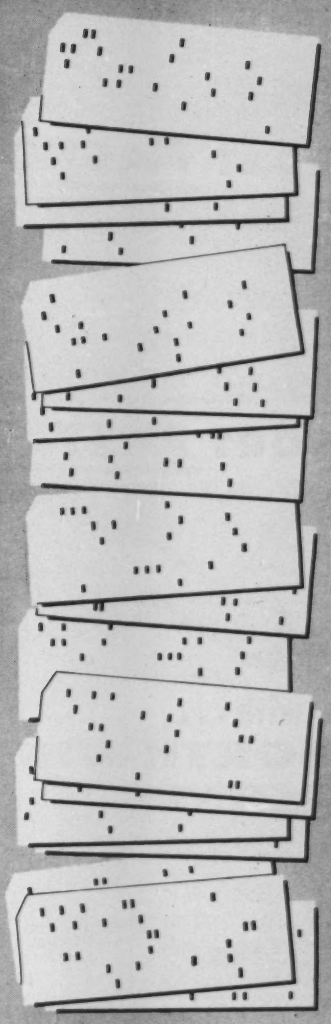

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Administrator needs advanced techniques

are dedicated to the proposition that we must look at administration only through marketing eyes—not look at marketing through administration eyes. A business has only one vital function—to create a customer. Marketing is the means to that objective. Administration is a service organization, not an end in itself. There are no administrative problems, only marketing problems, some of which administration can hopefully help solve. Its sole purpose . . . is to offer organized conclusions to assist in management decision making."

Speaking of personnel needs for IBM's administrative services department, Mr. Howe pointed out that the percentage of college graduates in the department (including clerical workers) rose from 25 per cent to 75 per cent in one year. The reason? Challenging administrative tasks attract high-caliber personnel.

A subsequent discussion of personnel needs brought out this observation by Budd Sills, vice president and general operations manager of Spiegel, Inc., Chicago: "Factory managers have long recognized that the best sheet metal worker in the department may not make the best foreman should he lack certain administrative qualities. By the same token, the best bookkeeper or accountant in the organization will not necessarily make the best office manager, or even the best head of the accounts payable unit.

"Many companies are thinking today in terms of sound production principles for office and administrative services. Recognizing that computers are expensive devices dependent for economical utilization on the continuing, scheduled flow of properly prepared input data from many sources in many different divisions, they are centralizing the responsibility for defining the nature of this data regardless of where it originates, and centralizing in some cases the actual preparation of the data itself.

"Recognizing that larger groups of clerical employees are more susceptible to specialization and production controls, splintered clerical units are being consolidated. Knowing that all control must start with quantitative information, work measurement plans are being introduced with group measurement employed in instances where individual measurement proves impractical. Work measurement, in turn, where employed with accuracy, suggests the possibility of job incentives and performance bonuses. These, too, old hat in the factory, are gaining ever wider acceptance in the office."

The development of advanced methods of electronic data processing has provided an invaluable tool for the administrative manager, according to James T. Scott, manager of the electronic data processing department at Union Carbide Corp., New York. "Very often many confuse data processing with a pure accounting function," he warned.

Tragedy or triumph?

Some of the new uses of EDP include industrial relations, which requires up-to-date information about employees—their skills, salaries, educational backgrounds, and their progression. Legal activities are constantly searching for methods and instruments which will effectively carry out the information retrieval process. The production activity must review the personnel and raw material schedules, as well as their costing and efficiency procedures.

"When viewed from the data processing viewpoint," Mr. Scott said, "the data requirements for many of these activities are common. The general problem of a need for an information system is common to all."

In the conference's concluding speech, enigmatically entitled "Your future role in administrative management — tragedy or triumph?" George W. Chane cited U.S. Commerce Department statistics to show that the ratio of profits to sales (after taxes) in American business has dwindled from 5.3 per cent in 1950 to 3.3 per cent in 1959. Mr. Chane, who is the vice president of administration and finance at Radio Corporation of America, suggested

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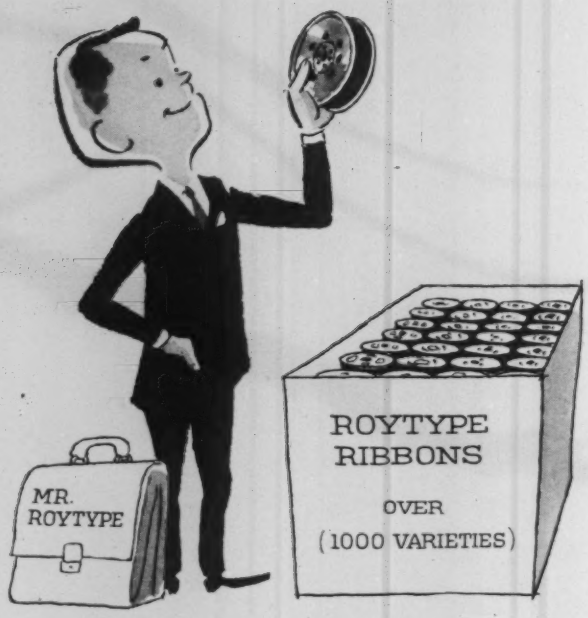

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Machines challenge men

that this thin margin has transformed a single business mistake into a major disaster.

"Because of rapid technological change, today's business represents far more of an investment than its counterpart of a decade or so ago, and the differential is constantly increasing. Each new machine in the office or plant, because it is more complex than the one it replaces, costs considerably more. Moreover, the new installation is normally accompanied by higher labor and materials costs. As a result, there is far more at stake in virtually every product or production change. And the time for decision constantly grows shorter.

"Thus, today's management is under fire from two sides. With greater competition, it must improve, innovate, and expand in order to hold or increase its share of the market. With the increased complexity and cost of productive machinery, the investment is becoming so great that mistakes have become almost prohibitive. Finally, management must know not only the state of the business, the industry, and the national economy in time to take effective action; it must foresee with reasonable accuracy the shape of the future.

"As it surveys the problems of growth, change, and competition, top management finds itself facing still another set of complications. The modern American corporation has grown too vast, too complex, and frequently too conflicting internally for effective control under present-day systems . . . What originally began as a logical process of centralization is now reaching the limits of corporate jurisdiction. Decentralization has become a form of splintering, and the effectiveness of the whole is whittled away by its parts."

The answer to the challenges that face administration, according to Mr. Chane, is to replace the traditional reliance on intuitive judgment with a scientific approach borrowed from the laboratory. "Behind the techniques are new scientific instruments, most notably electronic data processing. These

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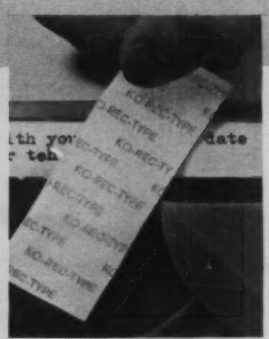

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Goal is "management by objectives"

machines assemble and compare volumes of data for up-to-the-minute management review and decision. They make it possible not only to understand the present, but to forecast the future.

"But the implications of these developments extend beyond techniques, systems, or instruments. They compel a radical re-thinking of the entire business structure and management concept. It becomes possible, for the first time in decades, for management to regroup the elements of control under one roof.

"As management engineering develops common systems and standards of measurement, it slices through divisional functions and services. Electronic data processing requires a common input system and timing. Reports, flowing to the computer center, are forwarded to top management to extend enormously the span of control.

"Remarkable bag of gadgets"

"Centralization of information, establishment of corporate-wide procedures, the ability to forecast accurately and thus to determine goals, costs, and budgets, re-establish the functions of the planners of policy and the implementors. In times of rising costs, lowered profits, and increased business risks, it cannot be otherwise. . . . One of the greatest benefits, by far, of integrated management administration is that it frees the top executives from the harrassment of niggling details and permits them to concentrate on the major policy decisions."

Mr. Chane, in citing RCA's experience with administrative management, stated, "Under the concept of management by exception, the president is brought into the picture only when variances from corporate profit objectives call for his action. Provided with facts, figures, and recommendations, he is then in position to make the decisions."

In his conclusion, Mr. Chane outlined the future of office administration:

"The challenge to administrative management in the coming years will be to extend the areas of factual accuracy over the widest possible range to integrate each part into a complete and coherent pattern.

"What matters as much as the quantity, accuracy, and timeliness of the facts is their relationship to one another. The corporation must be comprehended as an organic entity, each unit affecting and, in turn, being affected by the others. This is the opportunity within the challenge.

"The danger to both the challenge and the opportunity, however, lies in the possibility that the true meaning of the new managerial revolution may not be fully understood.

"For all their wondrous performance and promise, scientific techniques and machines are simply the means to a purpose. In themselves they are little more than a rather remarkable bag of gadgets and tricks, equally capable of creating confusion as well as tremendous results.

"Ultimately, moreover, most corporations will acquire the use of data processing systems in one form or another. The competitive edge then will go to those organizations which integrate their systems and machines within a clear-cut pattern of corporate purposes. Here is where administrative management can make its greatest contribution — to develop what Peter Drucker refers to as 'management by objectives.'

"In previous periods of corporate growth, it was the production genius who occupied the center of the management stage — the man who could make things better and faster.

"In later years, as production problems were solved, the sales and marketing specialist pre-empted the footlights. The problem was to develop markets to receive the products.

"Today and in the future, as expenses increase, competition rises, and the risks of management decision mount, it will be the men who can organize the total corporate effort for greater profitability and growth who will gain top billing."

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DATA PROCESSING FOR SMALL BUSINESS . . . **No. 3 in a series**

FOUR INPUT METHODS ARE AVAILABLE FOR USING COMPUTER SERVICE CENTERS

Many factors determine best method for any small company

By JOHN A. BROWN

NOW YOU HAVE a choice of ways for submitting data to a computer service center for processing.

It does make a difference whether one method or another is used. There is a best way for any company, although the method used by one company may be unsuited to another. The choice must be made among four basic methods.

This choice depends on relative economies, the needs of the organization, and available facilities. At least two of these methods will be available at any service center. The ability to provide service depends on the equipment, procedure, personnel, and needs of the client company.

These four methods are as follows:

1. Submit pencil marked cards representing original documents, such as orders or invoices, for use in the service center on a machine capable of reading these marked cards and automatically punching the infromation for later processing.

2. Submit punched paper tape. When a tape punching typewriter, or a tape punching adding machine, is used for document writing in the client company's office, all typed or listed data are captured at the source with the typing operation for automatic processing at the service center.

3. Submit punched cards representing the original documents. Cards may be punched in the client company's office, either on a standard key-punch or by a punch electrically connected and synchronized with a typewriter that prepares

Data may be submitted on marked cards, tape, punched cards . . .

cards automatically while the documents are typed.

4. Submit copies of original documents directly to the service center, thus placing the bulk of accounting and statistical responsibility on the center. Original documents may include invoices, sales orders, purchase orders, or payroll lists.

The first method, pencil marked cards for optical reading and punching, is an exciting new development. It provides a simple way for many types of businesses to get automatic data processing, no matter how small they may be and no matter how limited their budget for capital investment. The only piece of equipment needed to utilize this method is a pencil. The service center must be equipped with a card punch capable of reading marked cards.

Optical scanning is not exclusively a small business development, nor is it intended excusively for economy. Many data recording situations in both large and small business may be handled expeditiously with pencil marked cards, but this method is particularly useful when investment in equipment must be limited.

Standard tabulating cards are arranged with fixed position spaces within which pencil or pen marks can be made. These spaces, arranged in columns, may correspond to columns or positions on a form, such as an order, invoice, payroll, job ticket, inventory, or other record. When appropriate, the card itself may be made the original record.

Present office personnel can be used to prepare the cards, since no special training is required. Any employee capable of reading a form and using a pencil can create accurate source records by making simple pencil marks in appropriate spaces on the card to correspond with data from an order, invoice, or other record.

Key to office automation

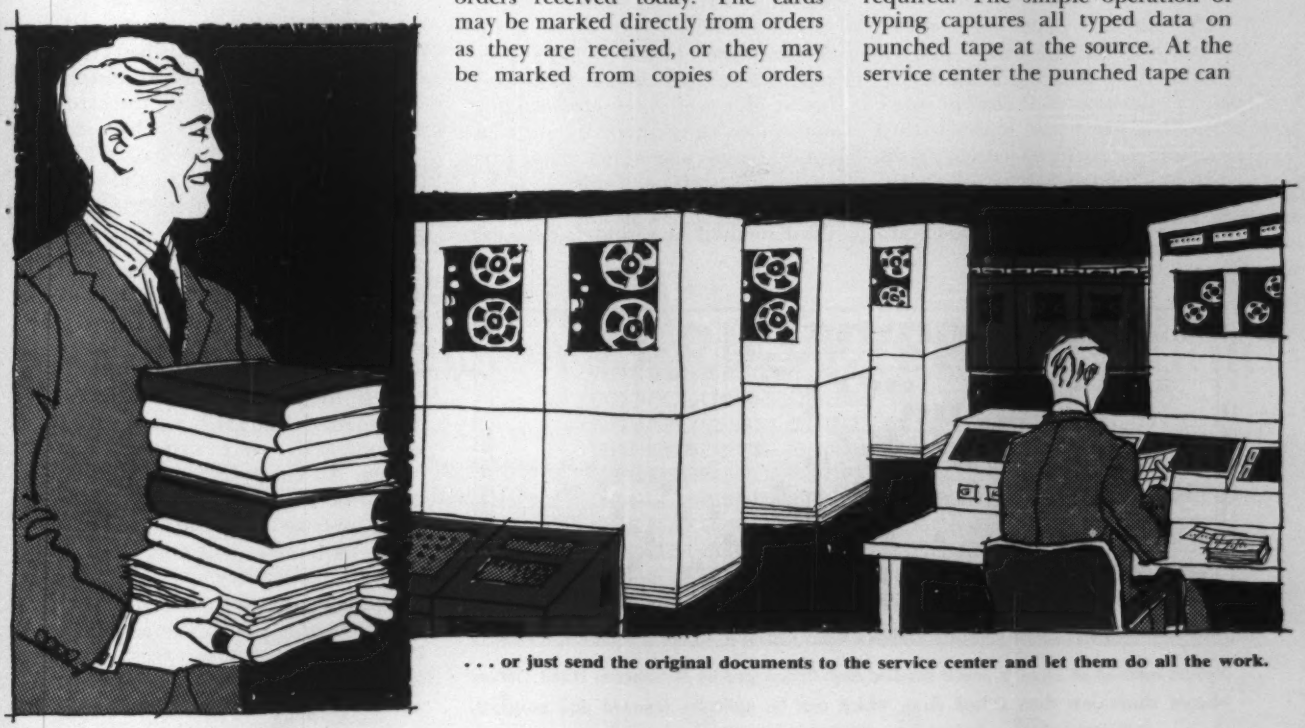
No special symbols need be used in the card spaces, not even letters or numbers unless desired. Nor is it necessary to use a special ink or pencil. Any mark with a black lead pencil is sufficient to record data that can be read by a machine and processed automatically. The mark may be a circle, an "x," a number, or even a line; it makes no difference to the machine that reads it. The only requirement is that the mark be placed in its proper space. The machine takes up from there.

As an example, assume a company is starting with customer's orders received today. The cards may be marked directly from orders as they are received, or they may be marked from copies of orders after they are typed on internal order forms. In either case, the data from the order are marked in spaces indicated on a card designed for the specific job. After all orders are transcribed to cards by appropriate marking, the cards are ready to be sent to the service center. At the service center the cards are fed into an optical scanning punch, which reads the pencil markings and automatically punches the cards.

Master data for each customer—name, address, etc.—may be pre-punched into cards to be filed and held in readiness for incoming orders. This minimizes the marking required when orders are recorded. All pre-punching, of course, is done at the service center.

Once the marked cards are punched, subsequent processing is automatic. Accounts receivable statements, schedules, and sales analyses are completed automatically. If inventory records are procesed, similar marked cards for purchases and stock requisitions may be included in the service. Payroll, job costs, and other records can be handled as well.

Tape punching typewriters, input method No. 2, provide a key to office automation for many small firms. No new office routines are required. The simple operation of typing captures all typed data on punched tape at the source. At the service center the punched tape can



. . . or just send the original documents to the service center and let them do all the work.

control a variety of machines for subsequent processing of the data, although the usual proctice is to punch tabulating cards automatically.

The advantages to a client company of using a tape punching typewriter become more apparent when a comparison is made with a familiar routine. In many offices, for example, when a customer's order is received it is typed on an internal order form with carbon copies. The typist enters the customer's name, address, territory, salesman, shiping instructions, credit terms, and other information. Items ordered are typed with quantities and descriptions. When writing invoices, a pattern similar to that of order writing is followed.

Typing routines remain the same when a tape punching typewriter is used, but a by-product tape is punched automatically. The typewriter is very similar to the one the typist has always used. She soon discovers that the tape is punched, or read, automatically, and the control keys soon become routine. For some purposes, a tape punching adding machine is adaptable.

The punched paper tape can be sent directly to a service center. It is all that is needed for automatic data processing. No clerical work is needed, and no manual card punching is required either in the client company's office or at the service center. At the service center the tape is fed into a tape-to-card converter, which automatically produces punched cards, or the tape may be fed directly to a computer equipped to read punched paper tape.

Incidentally, no duplicate proving run is made, because the normal adding machine proof of typed orders, or invoices, is sufficient proof of the tape's accuracy. Any errors that may occur are quickly corrected.

Two jobs done at once

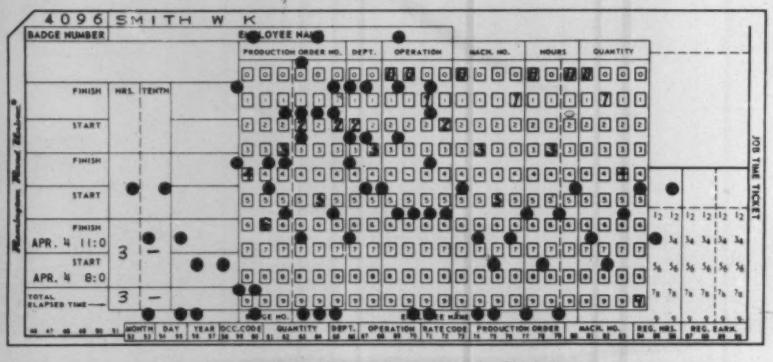
A bonus advantage is possible with the tape punching typewriter. Even, the typing of the original order or invoice may be largely automatic. An edge-punched customer card (or a tape), taken from a file, may be fed into the reading unit of the typewriter. Pre-punched with customer data, this card controls the typewriter for automatic typing of the customer's name, address, territory, salesman, shipping instructions, credit terms, and other standard information. Each item is automatically entered in its proper space on the form. Also, product master cards can automatically enter descriptions and specifications. Variable data are entered manually on the form by the typist. Thus, the machine not only produces the tape for service center processing, but it also minimizes human effort and improves accuracy by automatically typing the fixed data from pre-punched master cards.

The client company using the third method may find it desirable to obtain key-punch equipment and assume the job of card punching. When data are punched into cards, and the cards submitted to a service center, a very substantial saving in service fees can be achieved. Of course, this places the burden and responsibility of card punching on the client company and, to that extent, relieves the service center. But the subsequent machine processing eliminates a large volume of manual work for the client.

In addition, when punched cards are submitted, no service charge for the clerical work of auditing and punching is involved. Also, the work of the card punching can often be scheduled for slack time intervals when the client's clerical employees are available.

If it is decided to punch cards in the client's office, appropriate equipment must be rented or purchased. There are two types of equipment for this purpose: the standard key-punch and the combination typewriter and punch. When a standard key-punch is used, copies of sales orders or invoices may be taken to the punch as soon as they are typed. The data from each document are then punched into cards for later machine processing. To be certain of accuracy, the cards are then checked — usually by a second punching of the data. The cards can then be sent to the service center for immediate machine processing.

Many companies have found it desirable to produce punched cards by use of a typewriter that is electrically connected and synchronized with a card punch. This combination is used to write the original documents while cards are punched automatically, as a by-product of typing. An example is a customer's sales order which must be typed on the company's standard internal order form. The customer's name, address, credit terms, discounts, and shipping instructions are typed and simultaneously punched into a card. Product descriptions, price, and other data also may be punched while being typed. Thus, two jobs—



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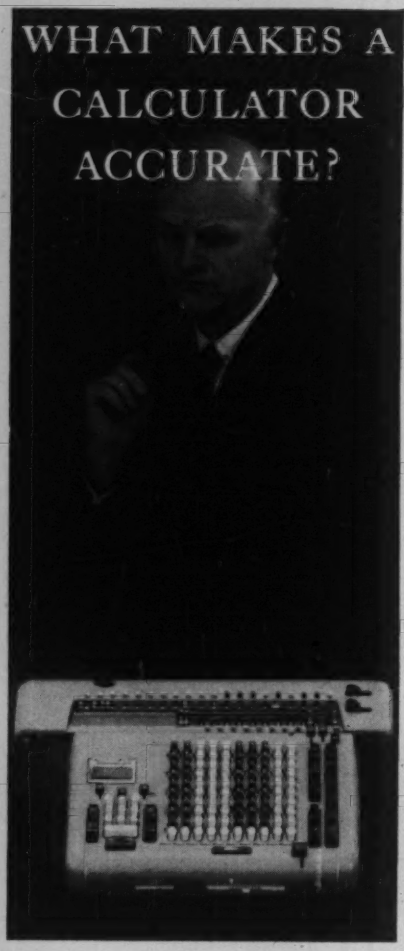

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Many factors determine input method

typing and punching — are performed at once.

If the typewriter is equipped with adding registers that record quantities and amounts entered, a proof of accuracy is obtained automatically which eliminates the checking, or proof, operation. Card punches may be rented for a nominal fee. Card punching typewriter combinations generally rent for more.

The simplest, and usually the most expensive, way for a client company to transfer the job to a service center is merely to bundle up copies of the original documents and hand them over. These original documents may include invoices, sales orders, purchase orders, and payroll lists. Carbon copies of these originals become the service center's source data for processing.

Of course, the client company can and should tidy up the documents by sorting in proper order, marking them where essential information is not clear, and adding them to obtain control totals and to provide an adding machine tape for the service center to check in event of error.

Office costs may be cut

When a service center tackles a job that begins with the basic documents, it has a substantial amount of clerical work to do in preparing the data for machine processing. Some auditing and editing may be necessary before the cards can be punched with data from the documents. After punching, the cards must be checked for accuracy. This step generally calls for a second punching to match up with the first.

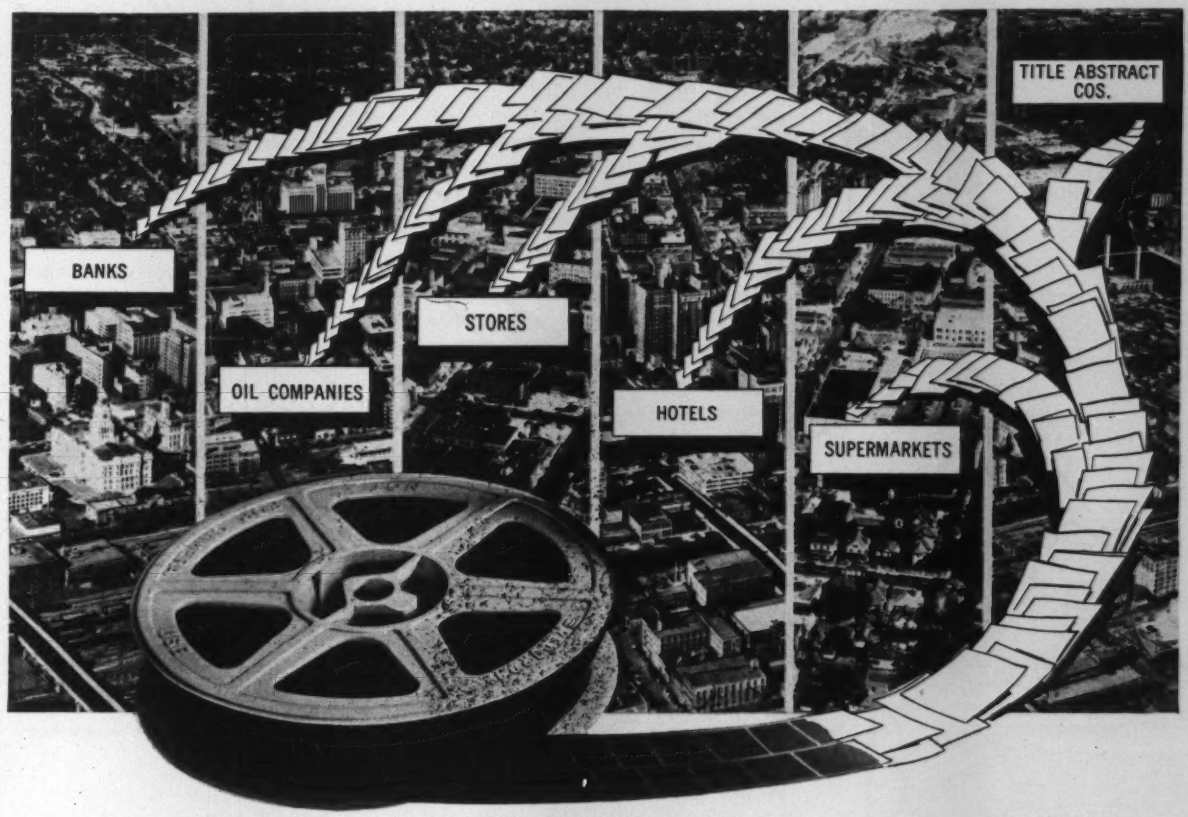
After all cards are punched and checked, the real machine processing begins. It should be noted that the steps of auditing, editing, punching, and checking are all clerical operations. They require manual effort and result in payroll expense. Labor costs make these phases of the job the most expensive. The purely machine operations that follow are usually less costly and less time consuming, even when the volume of work is relatively heavy.

As a result, the client company should consider the means of completing these four preliminary clerical steps. It may be preferable to do all or part of this preliminary work in the client's office by following one of the previously described methods. The owner of a small business, however, may welcome a release from this task and consider the cost of submitting original documents justified. This is a problem to be solved on the basis of individual needs and desires.

There are no universal rules to determine the best method for submitting data to a service center. Too many variables exist, but they are usually apparent in any situation. But a fair appraisal can establish the method best suited to any company. The location of a business may be a deciding factor. A company located in a large metropolitan area may have a choice of many service centers and a variety of facilities for processing data. A small-town firm is likely to be limited to one local service, or it may have to send its data by mail to an out-of-town point. Mail service is often adequate for volume processing, and it is possible that the distant service center may return completed statements and tabulations in a shorter time than the company's office personnel could normally have them ready.

Office costs may make a service center desirable when a saving can result from its use, although other considerations are often more important than cost cutting. The greater speed of mechanized processing can provide essential sales and financial information in time for prompt management decisions. The factor of accuracy, too, is usually higher with machines than with average office personnel.

All of these factors may, at times, be outweighed by a simple one that has no relation to speed, economy, or accuracy. The mere fact of being relieved of a mountain of work can be most important, especially to a business where one man tends to carry most of the load of responsibility. The important point is that service centers have now made the advantages of automation available to the offices of all business, both large and small.



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PERILS OF THE OFFICE WORKER

Needless hazards endanger employees in "non-hazardous" jobs

By ALFRED L. DOWDEN

Liberty Mutual Insurance Company
Boston, Mass.

ACCIDENT PREVENTION is no laughing matter. It can't be made effective over a weekend. It requires diligent attention to detail and concentration on the part of office management. The rewards — elimination of a single serious accident or a series of injuries to workers — are worth the effort.

Accident prevention in your office, any office, begins before it is opened. In some instances, it starts while the plans for the building are still on the drafting boards. In a preliminary evaluation of rental space that might be taken for an office, an administrative assistant should conduct a safety survey. A great many physical hazards must be covered. The existence of some hazards, and the fact that many of them cannot be eliminated, may decide whether the building is suitable for occupancy.

In the case of new buildings, of course, safety is planned into the structure to prevent later expensive revisions. This planning may involve the checking of such things as the material from which the floors and stairs are made, the lighting, the physical spacing between built-in features such as the elevator lobby and the door of the building.

When Liberty Mutual commits itself to additional space, either rented or built to specifications, we find that semi-annual inspections for safety pay off. These inspections are conducted by three members of the office staff appointed to the inspection committee by the office manager. One member of the inspection group is from Liberty's Loss Prevention Department. As such, he has an opportunity to look closely at the new facilities, as contrasted with his normal routine of inspecting the property of policyholders. The members of the group are not necessarily supervisors, but everyone is a responsible, mature person who has an ability to observe a situation, evaluate it, and constructively suggest some manner in which any apparent hazard can best be eliminated.

These inspections are equally applicable in existing office buildings. Several years ago, for example, the cost of medical and compensation payment to our injured employees indicated that 25 per cent of the losses resulted from falls on the premises. The majority of these falls were due to slippery floor surfaces. By recognizing the part that falls on floors contributed to our overall accident experience, several constructive steps were taken. We issued to our maintenance people a list of floor dressings that were found by our own tests to have desirable non-slip qualities.

The results have been startling. Our losses from falls on floors have been cut to approximately 9 per cent for the last year. This reduction from 25 to 9 per cent of total accidents represents a 64 per cent decline in falls. It indicates what can be done when attention is given to some particularly alarming and outstanding factor and when effective controls are applied to the situation.

Stairways constitute another major hazard to office employees. Regardless of the provision for elevators or moving stairways, many persons will still have to use stairs. In many cases, particularly with younger personnel, the hazard is increased due to hurry and inattention. Because of the irregular footing on stairs, and the potential distance of the fall, accidents on stairways are apt to be quite serious. Fortunately, however, such accidents are relatively infrequent.

Packages are dangerous

It is basic, of course, that stairs be designed so that the ratio of the riser height to the tread depth falls within recognized safety proportions. In addition, steps should be kept in good physical condition. This is not a factor in new buildings where the treads resist wear for many years and have (or should have) non-slip material built into them.

In older occupancies, however, the wear on the treads is likely to be concentrated in a relatively small area, and this worn area could easily constitute a hazard. Whether the tread is of wood, stone, or metal, sufficient wear may develop over a period of years to cause unsafe footing. It is important that these treads or stairs be replaced or repaired. Considerable success has been reported on the use of abrasive strips cemented on the treads. They call attention to the edge of the step and provide non-slip footings.

To combat the distraction of hurrying on the part of personnel using the stairs, we have experimented with various ways of painting and lighting stairways. A higher level of illumination makes the whole stairway more visible so that a person can readily see the treads. A minimum of five foot candles is recommended; ten food candles of intensity is preferable.

By painting the treads and the adjacent wall in a contrasting pattern, employees can distinguish individual steps. This has also aided employees with faulty or corrected vision to perceive the depth between individual steps in a flight of stairs.

While it is not prohibited, our office procedures offer very little occasion for a person to handle material from one floor to another by means of a stairway. This eliminates the need for girls to carry boxes of supplies and records from floor to floor with the additional hazard of vision being blocked by packages.

Materials handling presents another challenge to office safety. All supplies for our branch offices are shipped from the central stock room at the home office. The tendency to cram as much as possible into a box and hope that the trucker will be able to move it creates a problem in the receiving office. Truckers usually will not carry packages up to an office. They simply leave the bundle at the address, and one of the employees must handle the package from the door to the office stock room.

Recognition of this fact prompted us to set a maximum weight on supplies that are shipped. This weight is 40 pounds, but the average weight is 27 pounds. Setting up a maximum weight and using smaller packages have reduced the accident hazard to the girl who handles the package from door to desk.

There is also the danger of various items of equipment falling on employees. File cases, supply cabinets, and typewriters are apt to become unbalanced and fall. Several things can be done to prevent these accidents. Naturally, all our typewriters are bolted to desks. This is one of the first steps taken when a new typewriter is delivered. It is not used until it is bolted. We are not so much concerned about damage to the machine, although this is a factor. We are more concerned about the possibility of a bruising injury should the typewriter fall from its desk.

Our supply cabinets are usually placed against a wall where it is possible to bolt them securely. By arranging the contents so that the heavier items are at the bottom, we

Non-slip floor dressings prevent the majority of falls caused by slippery floors.

Office workers have their own occupational diseases

provide more stability for the cabinet and lessen the possibility for it to tip over. Very few of our files are used singly; in most offices they are arranged in banks. Thus, the file cabinets can be bolted together to form a stable installation. In the few instances where it is necessary to have a single file cabinet, we fasten it to the wall by means of a bracket at the top or bottom with an angle bracket attached to the floor. In other cases, weights are added under the bottom drawer to provide stability.

The average office also is exposed to occupational diseases that can result in disability. The most common of these is the cleaning solution used to condition the typebars of typewriters. Many of the cleaners on the market have a concentration of carbon tetrachloride as high as 98 per cent. The safe allowable limit of concentration of this chemical in the air is 25 parts per million. Since this solution is highly toxic, yet non-flammable, its effects are cumulative. Other types of cleaners have tolerances of 500 parts per million in air and are also non-flammable. Consequently, all our offices are required to use a type of cleaner with high tolerances.

Some duplicating machines must be cleaned with methyl alcohol, which has a tolerance of 200 parts per million. One machine used in a large room is no particular problem because the normal change of air keeps down the concentration. Where two or more units are used close together, however, we provide forced ventilation.

To eliminate the hazard of falling file cabinets, bolt them securely to the wall.

Some types of rubber cement have benzol in them. This constitutes a hazard, not only from the fumes, but from ingestion through the pores of the skin. Consequently, we discourage the use of adhesives which have a benzol base.

Machine hazards, too, might be considered non-existent in an office, but surveys have disclosed a number of machines that could cause serious injury to employees. Perhaps the most spectacular of these is the guillotine paper cutter. Although this tool has never been successfully replaced by a safer unit, progress has been made in the development of safety guards that drastically reduce the possibility of injury through use.

Our guillotine cutter was used as a "workshop" for the development of a prototype guard that now has wide acceptance in guillotine installations. A guard, electrically interlocked with proper controls, has been developed that does not hide the cutting edge from the sight of the operator, and it does not interfere with his adjustment and placement of work, or his rate of production. In addition, the guillotine is equipped with a two-hand trip, which is an additional safeguard against injuries.

Many offices have burster machines that separate sheets into checks. These machines have inrunning rolls that form a nip point and that endanger operators. On our machines, these inrunning rolls are covered with an interlocked transparent hood.

A similar exposure exists in the type of machine used for billing, inserting, and postage metering of bills. In time, the flaps of the envelopes will cause abrasive wear on a portion of the rollers. Subsequently, even though the machine works satisfactorily, a nip point exists at the point where the rollers have been worn away. With new rollers, it is impossible to catch the fingers between the rolls when an operator attempts to speed operations by forced feeding. The elimination of this hazard calls for regular inspection by the person in charge to see that the rolls are re-

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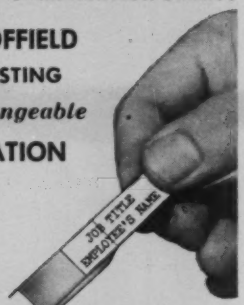

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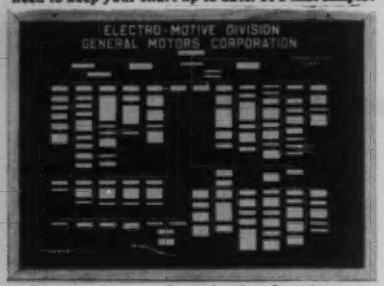

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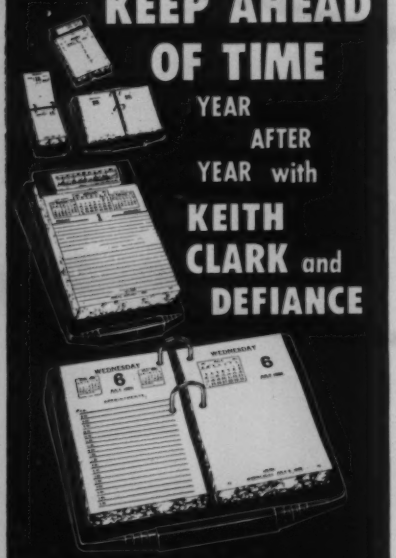

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(Circle No. 12 on Reader Inquiry Card)

Safety evaluation program discloses hazards

placed when wear creates a hazard.

The electric letter opener used in many office mailrooms has a knife that could cause severe injury. A barrier-type guard should be incorporated to enclose the knife. This guard will not interfere with the efficiency and speed of the opener.

One of the developments in modern office facilities is the widespread use of electric and electronic equipment such as typewriters, computers, and other powered devices. One of the basic requirements for equipment of this type is that the frame be provided with a protective ground to eliminate the possibility of electric shock to the operator.

When people smoke at their desks, there is the possibility of fire from hot ashes being dumped into a waste basket and igniting carbon paper. Part of a continuing program with employees is to caution them against dumping hot ashes or flipping a hot match into a basket containing highly flammable carbon paper or other tissues. Should a fire start, an effective manner of containing it is to place another waste basket over the top of the first. This method is readily available, and it eliminates a hurried search for fire extinguishers. For added protection, the waste basket should, if possible, be carried to a corridor away from personnel, where water or other fire and smoke reducing agents can be applied.

Accident requires report

Waste baskets have another purpose. Occasionally, in the rearrangement of desks, outlets are left protruding from the floor in an area where a desk was located. Until the outlet can be removed or another desk placed there, it is a good practice to cover the obstruction with an inverted basket. Painted in a light color, it will provide an obvious hazard that very few people will stumble into.

Since people come in all sizes, most offices have the usual range of heights among employees. Shorter girls can work well in the lower drawers of a file cabinet but would have difficulty seeing into the top drawer of a five-tier cabinet. To enable our girls to do this, we provide file stools that are always 14 inches in height. They are painted a light color so that they are readily visible in the filing areas. Equipped with a step that locks the feet to the floor when weight is placed on them, they eliminate any slipping hazards during use.

Whenever an accident occurs at Liberty Mutual, the procedure requires a report from the supervisor on his investigation. This report is particularly required on lost-time cases or outside medical cases. The report also includes recommendations for the elimination of the hazard or the prevention of the accident.

In addition to accidents involving employees, accidents to our personnel in driving company cars, or members of the public who may be injured while on the premises, are also reported for review.

To see how a safety program can work, the reader might be interested in accident figures for a company such as ours, which has 10,000 employees engaged largely in clerical and office work. In a recent four-year period, we found that approximately 24 per cent of accidents involved employees injured in automobiles while performing their jobs. The next significant number, 17.5 per cent of the total, was attributable to falls on floors, stairs, or approaches to company property. Close behind falls were those accidents arising from the handling of materials. These contributed 14.7 per cent. Accidents that happened in conjunction with company sponsored sports activities amounted to approximately 10 per cent.

An evaluation of the safety program in your own office may produce similarly startling disclosures. While many people dismiss office work as not hazardous, life itself must be considered a hazard. As long as people work in offices, they are exposed to the hazards of accidental injuries. Many of these hazards can be eliminated; others can be controlled. A program that undertakes to do this is an important part of any organization.

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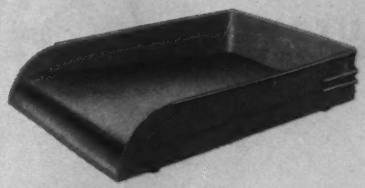
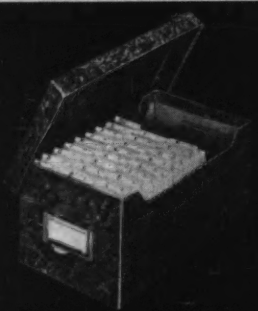


Handsome, sturdy Streamliner® Desk Tray holds papers at a slant for faster, easier pick-up.



Agate Card Trays keep important and often-used records at hand. Sturdy slate-blue tray holds 1000 cards.

Eclipse Box Files combine neat appearance with service to keep work data and other current material at hand.

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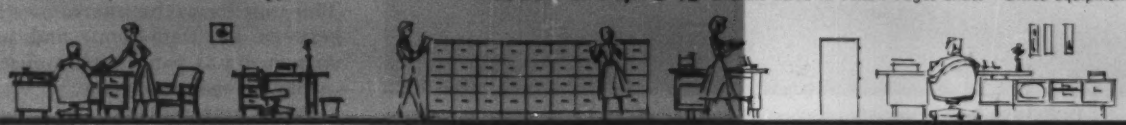


(Circle No. 25 on Reader Inquiry Card)

AUTOMATION IN THE OFFICE

ELECTRONIC MAIL BECOMES A REALITY

U.S. Post Office initiates automated mail handling techniques

IBM adds 1410 computer to intermediate series

INTERNATIONAL Business Machines Corp. has added a new intermediate computer—the IBM 1410—to its 1400 series of electronic data processing units. This machine is compatible with the previously announced 1401 and shares many of the same "building block" units, including disk storage and input-output devices.

The 1410 and 1401 are each available in four basic models: card, tape, RAMAC (Random Access Method of Accounting), and RAMAC tape. The primary difference between the two systems is that the 1410 has approximately two and one-half times the internal speed and maximum core memory capacity of the 1401. Its central processing unit can have up to 40,000 positions of magnetic core storage at the option of the user, as compared to the 16,000 maximum positions of the 1401.

The character transfer rate of the 1410 in memory is 4.5 microseconds. The system can perform a maximum of 1,800,000 logical decisions, 600,000 additions or subtractions, or 40,000 divisions a minute.

A special feature of the 1410 is a second data channel on which processing can be carried out independently from operations on the first channel. Synchronizers available with the 1410 make possible complete overlapping of reading, writing, and computing.

A minimum 1410 card system rents for $5,365 a month and sells for $244,550. (By comparison, a minimum 1401 card system rents for $2,475 a month and sells for $125,600). At the upper end of the scale, a typical RAMAC tape 1410 system rents for $18,105 a month and sells for $722,300. According to IBM, initial deliveries of the 1410 are scheduled to begin in the last quarter of 1961. The 1401, for which IBM claims to have 3,500 orders, will be delivered in tne third quarter of 1961.

IBM 1410 system extends commercial applications of intermediate computers.

"Dial-o-verter" system will speed flow of data

Digitronics Corp. has announced its "Dial-o-verter" system, which when used with the Bell System's Data-Phone 200, permits the use of regular telephone lines for sending and receiving data at high speeds between remote locations. The system is built around Digitronic's new Model D599SR coupler. This unit forms the interconnection between the Data-Phone and such data media as paper tape, punched cards, or magnetic tape.

When transmitting, the coupler

is used with a high-speed perforated tape reader. When receiving, the coupler functions with a high-speed paper tape punch. It can also function with a card punch or magnetic tape handler when sending or receiving. The system has the capacity for operating at a speed of 150 characters a second.

Four electronics firms join Post Office program

Automated information handling techniques have been adapted by the U.S. Post Office Department during the past month to speed the flow of the nation's mail. Contributing to this program have been the electronics firms of Bell & Howell Phillipsburg Co.; Haloid Xerox, Inc.; Pitney-Bowes, Inc.; and the Stromberg-Carlson Division of General Dynamics Corp.

The electronic reading and printing system developed by Stromberg-Carlson and Haloid Xerox (shown below) provides facsimile transmission of mail. It enables a letter to be placed before an electronic scanner which sends an image via standard TV-type communications lines to a distant point where an exact reproduction is made. In the method being studied by the Post Office, a letter would then be treated as private mail and be delivered in the normal manner. The scanning portion of the system reproduces the material only in black and white.

To preserve the privacy of the mails, automatic inserting machines from Bell & Howell Phillipsburg and Pitney-Bowes are being tied into the "Speed Mail" system. The Pitney-Bowes machine automatically trims the sealed edges of letters to be transmitted and packs them in a metal cartridge at the rate of 60 a minute. Then the machine extracts 15 letters a minute, unfolds them, shows their contents to the transmission scanner, refolds the letters, and safely repacks them for temporary storage. The contents of the letters cannot be seen by human eyes throughout the operation.

At the receiving end, xerographically printed sheets flow out of the "Speed Mail" unit, where the Bell & Howell Phillipsburg unit mechanically folds them and seals the edges so that only the address is

"Dial-o-verter" station consists of (l to r) Data-Phone 200, paper tape reader, paper tape punch. Heart of system is Model D599SR coupler under the table.

Stromberg-Carlson S-C 6400 scanner is part of Post Office's "Speed Mail" program.

visible. Then they are transferred to the inserter, which automatically opens the flap of a special window envelope, inserts the letter, seals the flap, and counts and stacks the envelopes for delivery.

On Nov. 1, Postmaster General Arthur E. Summerfield inaugurated the pilot facsimile mail transmission system between Washington, D.C., Chicago, and Battle Creek, Mich.

Univac STEP system developed for small firms

Remington Rand has announced what it terms a "new computer concept for bringing electronic data processing to small business." The Univac STEP (Simple Transition to Electronic Processing) system is said to have been developed for companies now employing punched card equipment, but anticipating a future need for electronic units.

Univac STEP consists of four units: a central processor with a 26,000-digest capacity; a high speed reader which can handle 450 punched cards per minute; a punch unit which processes 150 cards a minute; and a high speed printer.

J. W. Schnackel, vice president and general manager of Remington Rand's Univac division, in announcing the new development, said that it is unique in its flexibility.

"With the Univac solid state computer as a nucleus, the basic system can be easily expanded to greater capacity when growth of business demands it," he reported. "The STEP plan offers a safe, sane, and relatively inexpensive door to computer processing and brings it within range of small and medium-sized businesses. Yet the plan is sophisticated. The system can simultaneously read four cards, punch a fifth, print out data and solve arithmetic problems."

According to Rem Rand, the system can be expanded by the addition of as many as four memory units, each of which can carry 6,000 digits of information. Thus, ultimate capacity of the system is 50,000 digits—the same as that of the standard Univac computer.

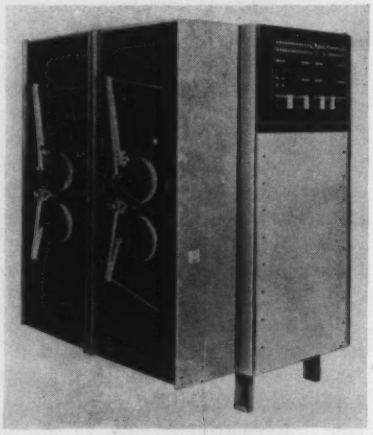
Similarly, according to the company, the central processor's arithmetic speed can be increased by addition of a multiply and divide unit.

Underwood introduces Data-Flo equipment

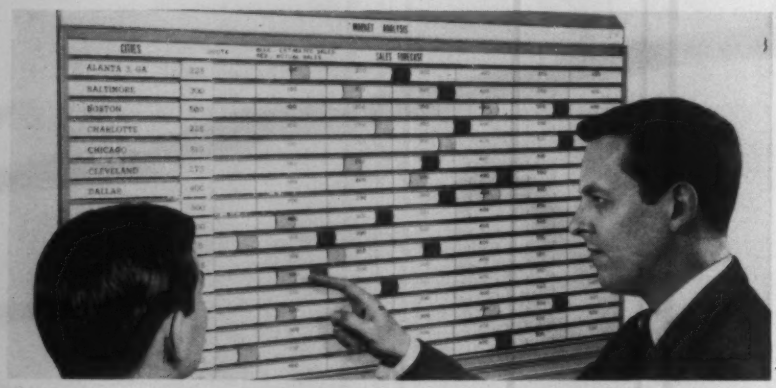
Underwood converters, accounting machines shown

Underwood Corp. introduced a new line of data processing equipment at the business equipment displays in New York and Los Angeles. The line of equipment, which is called Data-Flo by Underwood, includes accounting machines, and tape to card and tape to magnetic tape converters.

The accounting machines are designed for use at central or widely scattered locations for the preparation of original documents or to perform initial accounting functions while capturing essential data on paper tape for further automatic processing. The tape to card converter is designed to complement the accounting machine by providing a means of producing punched



Data-Flo tape to card converter



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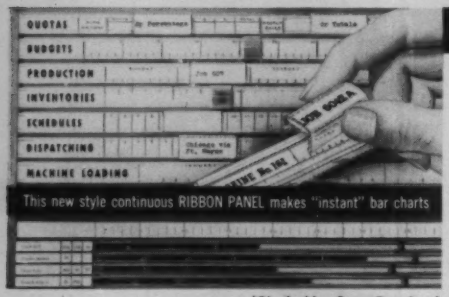

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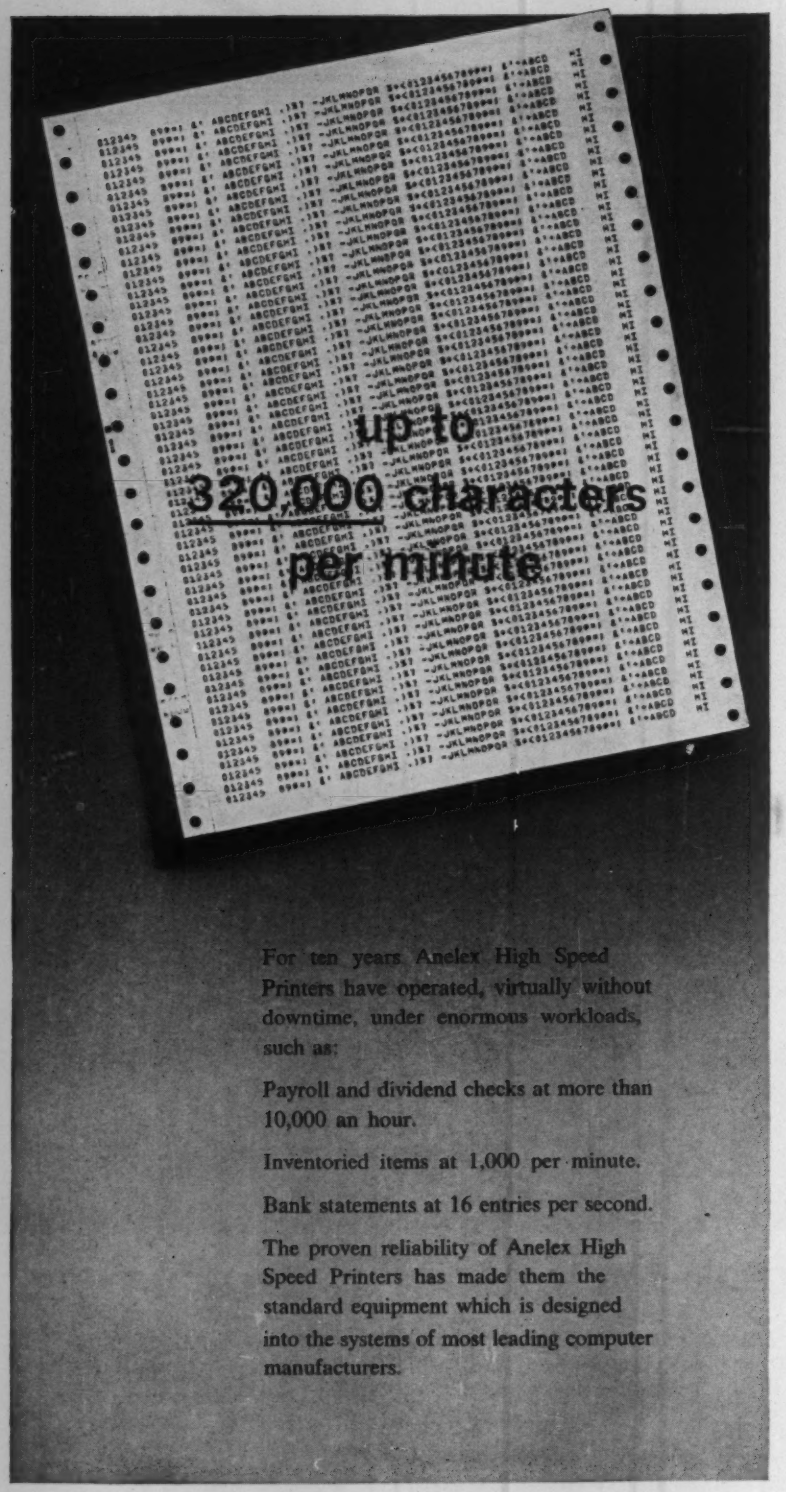

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(Circle No. 5 on Reader Inquiry Card)

cards from the paper tape created on the peripheral units. A magnetic core internal memory eliminates the normal requirement for paper tape and punched card data to be in identical sequence. The paper tape is read photoelectrically at the rate of 800 characters a second and checked before card punching.

Burroughs computers use ALGOL computer language

Burroughs Corp. has added a new computer language – ALGOL –to the growing semantics of electronic data processing.

Already in use on Burroughs 220 computers, ALGOrithmic Language was formulated in Switzerland in 1958 to permit a computer to solve problems stated algebraically rather than in complex machine language.

Burroughs announced that their new algebraic compiler, a high-speed automatic programming system, cuts the time required to program a 220 computer by as much as 80 per cent. As a result, engineers with little programming experience can by-pass machine language requirements and turn over to the computer both the construction and execution of their programs. They can attain sufficient mastery of the compiler to express problems for computer solution.

The compiler enables the computer to translate automatically algebraic notations – the natural language of problem solving–into its own "machine language," and then go on to solve the problem.

The Burroughs algebraic compiler yields computer language programs comparable to hand-made programs that require up to five times longer to produce. Minimum Burroughs 220 system requirements for the compiler include 5,000 words of magnetic core memory, two magnetic tape units, and a Cardatron input-output sub-system.

The automatic programming system has been applied to the expression of matrix handling programs, and to problems in nuclear physics, meteorology, numerical analysis, statistics, and linear programming.

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Visible file cards list every part of this Boeing 707 jetliner.

VISIBLE FILES SPEED AIRPLANE REPAIRS

Continental Airlines saves money, improves preventive maintenance

PREVENTIVE MAINTENANCE, the system of checking for wear and malfunction of equipment before it breaks down, poses a difficult recordkeeping problem. Records must be kept constantly up-to-date, must be readily accessible to personnel involved, yet must not be expensive or time consuming to maintain. To attain these ends, many companies are converting their files to visible recordkeeping systems.

An example comes from the field of commercial aviation, an industry in which preventive maintenance is imperative and detailed records are required by the Federal Aviation Agency. (FAA). Continental Airlines, to make its own preventive maintenance system as efficient as possible, recently set up a visible filing system created by Acme Visible Records, Inc., which enables personnel to see in an instant the time, date, air-hour check, and next check required for each of the hundreds of parts on Continental's Boeing 707 jetliners.

Continental Airlines, headed by Robert Six, has a strict policy governing the preventive maintenance system. Five persons of the 60-member local division in Los Angeles constantly employ the system. Two secretaries devote their full time to the paperwork involved. The jetliners operate on a schedule that permits one of them to come in for service each day. This means that each 707 is in the shop every four days for a 50-hour check. During the flying period each logs from 40 to 50 hours.

The personnel on duty pull the five trays on the particular liner to be checked from the Acme visible tray cabinet. The cards in the tray list every moving part on the aircraft and show—at a glance—whether that part requires a 50-hour, 100-hour, 200-hour, or up to 2,500-hour check as recommended by Boeing or ruled by FAA.

Chief Inspector Oda Worthy of the Los Angeles office flips through

the tray cabinets with easy familiarity to point out the minor checks to be made at five hours or to complete overhauls and dismantling of jet engines at increased hours. At 2,500 hours, for example, entire sections of the aircraft are removed for government checks on stress. X-ray tests are made of movable wing surfaces to determine the amount of water that has gathered by condensation. A government inspector is on duty at the maintenance department at all airlines.

Work cards listing required checks are issued to foremen from the records each day, and maintenance crews swarm over the aircraft to make the required tests and adjustments. They also replace parts that show wear or that the records show require replacement.

Each work sheet is initialed by the worker, and the exact number of air-hours is indicated. These data are later transferred to the visible file. If a part replacement is required at one of the intermediate stops, this information is written into the pilot's log and transferred to the files in Los Angeles.

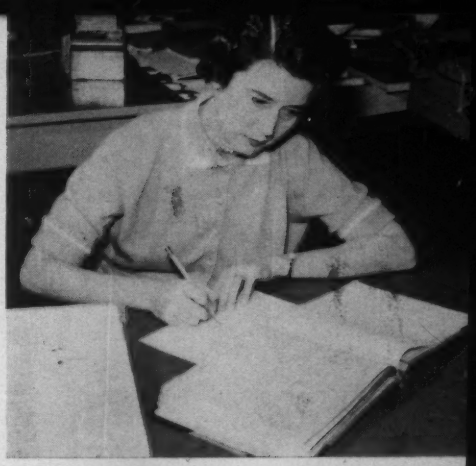
Before receiving their first Boeing 707 last year, Continental built up a backlog of $3 million in spare parts. It was at this time that Worthy established the visible index that includes everything from hydraulic landing gears and signal lights in the pilot's compartment to the jet engines themselves.

System assures safety

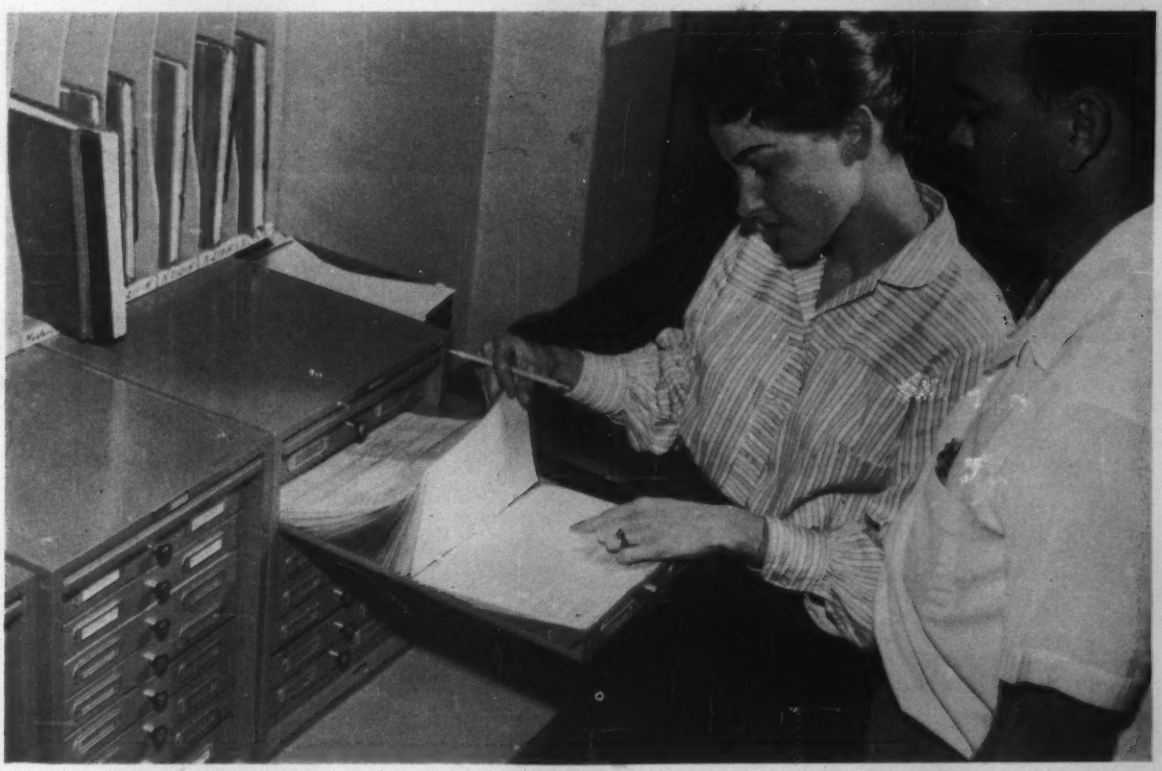
Prior to installing the visible records system, Continental used a combination of loose-leaf notebooks and card indexes that required time consuming searching before the information was located. The system made issuance of daily work orders expensive from a time-cost viewpoint. With the new visible system, personnel can now slide out a card file drawer and see in an instant all checking data.

The new system also gives the airline information that may show, over a period of time, that a 200-hour check, for example, is either not frequent enough, or that the check is not required until 400 hours of flying time have alapsed. On the basis of this information, the airline submits its findings to the FAA and asks that it be permitted to change its time period check.

Easy-to-find checking data, according to Continental, are a valued factor in saving labor costs and assuring safety through complete preventive maintenance.



Information is taken from pilot's log book.



Special tabs on file cards show which parts require safety inspection.

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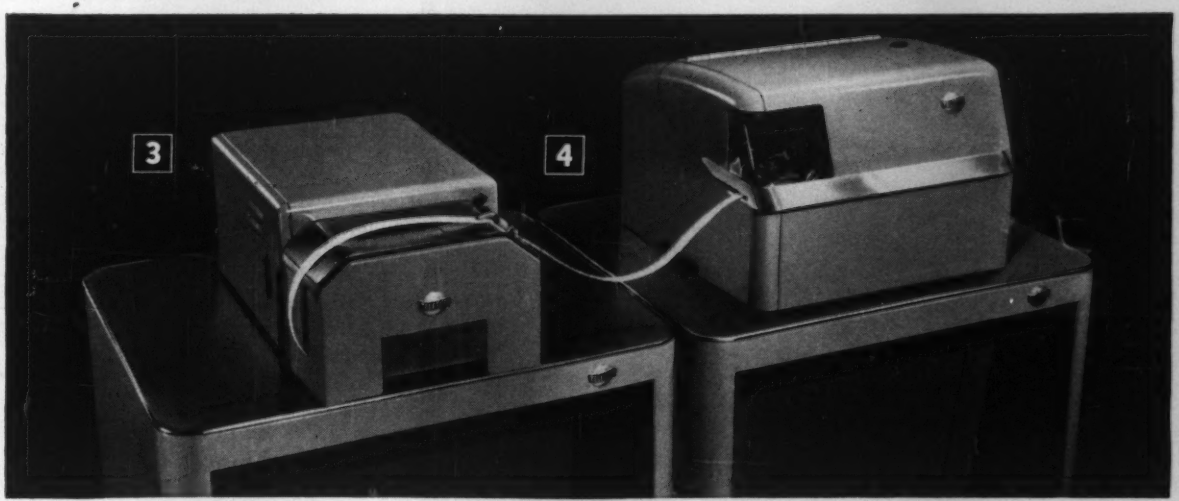

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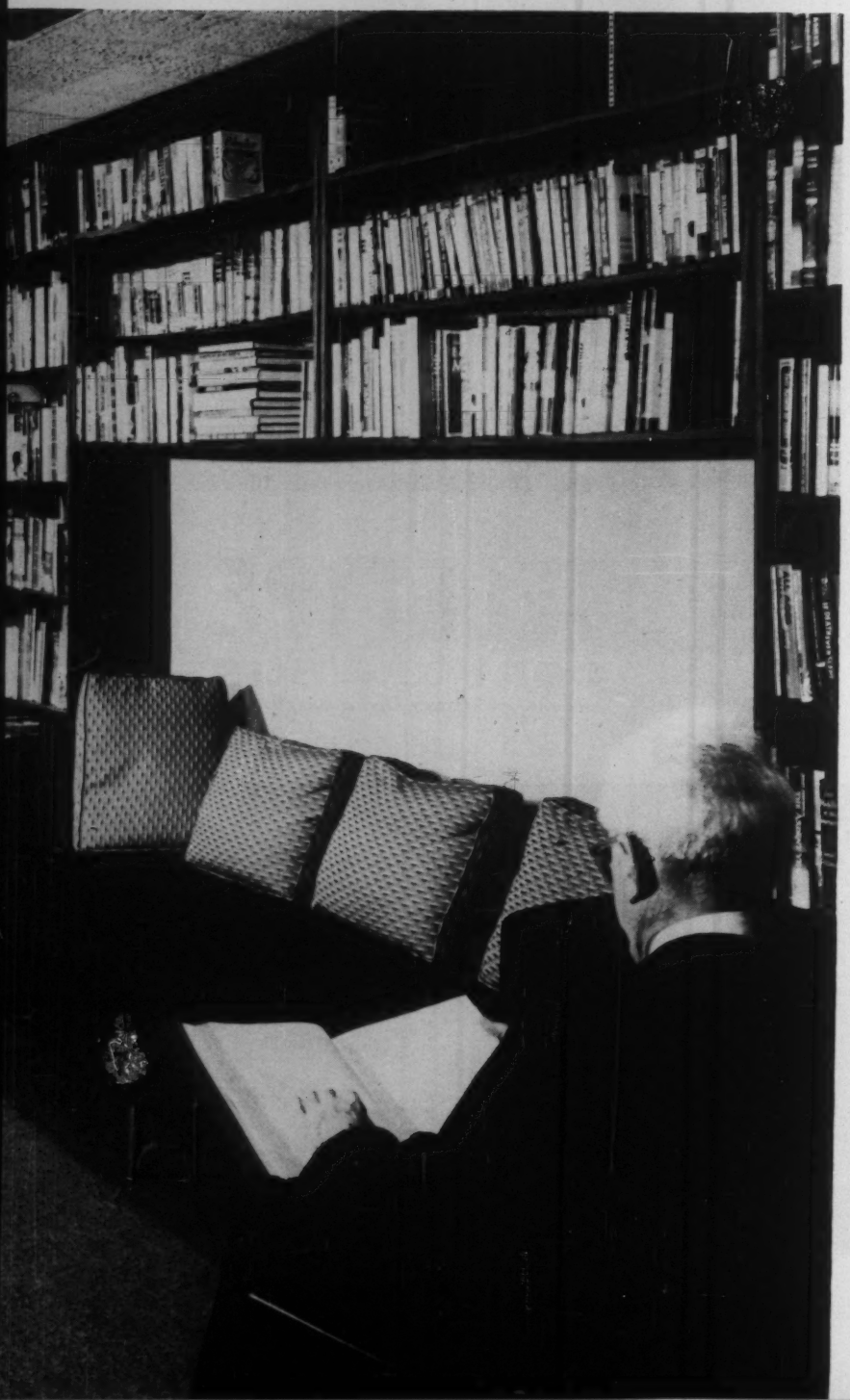
BOOKS FOR EXECUTIVE READING



By MARY D. LYONS

ALTHOUGH BOOKS are not "tools of the office" in the narrow sense of the term, surely no one since the time of Socrates has denied that knowledge is the greatest tool of all. The good executive owes it to his company, his employees, and most of all to himself, to keep abreast of the latest developments in business and all its administrative offshoots. For there is no such thing as static and constant premises in the field of business. The stream of events marches forward with ceaseless regularity and innovation. This year of 1960, especially, has seen dramatic changes, problems, and boons in the fields of automation, economics, personnel attitudes, and an endless number of new managerial policies and theories. In order to keep up with the pace of modernity, today's business manager must indeed accept change as the *only* constant. As with everyone else, he learns through experience, observation, and the written word. Following are reviews of some of the books published in 1960 that should be of particular interest and importance to anyone charged with the responsibility of administration.

J. K. Lasser's BUSINESS MANAGEMENT HANDBOOK, edited by Sydney Prerau. McGraw-Hill Book Co., 330 W. 42nd St., New York 36, 842 pages. $12.50.

In this newly published book, various phases of modern business management are discussed by prominent executives, each treating his own specialized area. Practical pointers are offered on the organization, operation, and management of business that can lead to better management decisions and controlled courses of action.

Revised and updated, this second edition brings fresh working information on laws regulating a business and its customers, fair trade practices, antitrust laws, retail price maintenance, and other important areas of today's business management. Included in the handbook is coverage on how to find the right market for a product, how to reduce turnover among employees, and how to select the right kind of insurance for any kind of business within limits of the price the manager wants to pay. In addition, the book suggests how to avoid business frauds, cut down on paper work, and develop and maintain good customer relations. As a business guide, it provides answers to many questions covering every department and phase of modern business organization, operation, and management. It also provides tables, checklists, and concise statements of fact that aid in obtaining information on business questions.

THE MANAGER'S JOB, Edited by Robert Teviet Livingston and William W. Waite. Columbia University Press, 2960 Broadway, New York. 457 pages, $10.00.

This book is a compilation of 32 papers on aspects of managerial responsibility that have been selected from papers presented at Columbia University's Utility Management Workshops from 1956 to 1959. The workshops, held at Harriman, N. Y., were originally organized to help develop managers for the public utilities industries. The problems discussed are: qualifications necessary for a company president, managerial techniques at all administrative levels, the manager and his human relations, communication and management, the selection, appraisal, and development of managers, and theories of decision-making.

The book is divided into five major parts: The Job of the Top Manager, The Job of Any Manager, The Manager and Human Relations, Communication and Management, Development of Managers, and Decision Making. In the first chapter, Robert T. Livingston (professor of industrial engineering at Columbia University and director of the Utility Management Workshop) sets the pattern for a review of the field of top management and for the first presentations to the members of the Workshop. He describes the conceptual mechanism of the operation and the place occupied by the managerial system in carrying out the operation.

Chester Stackpole explores the reasons for the existence of either harmony or conflict among the several aspects of the manager's job, as well as various means of promoting or exploiting harmonious relationships for the benefit of all.

Donald C. Power and Allen Van Wyck present the picture of the top executive from the vantage point of experience: "His is a lonely position because he must make the final decisions on basic policy matters. He must guide and help his subordinates in reaching their decisions without usurping the authority to *make* the decisions while, at the same time, guarding against the possibility of a serious mistake at the lower level."

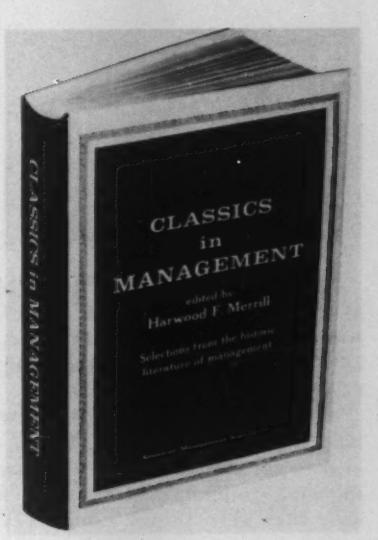
Erwin H. Schell stresses the use by the executive of existing focus and situations to the advantage of the organization. He also emphasizes the desirability of insuring the future of the organization by insuring the quality of future management. "Management is no longer equivalent to ownership, but is now a widespread social function in which everyone participates."

Other authors contributing to the book are: Kendrick Porter, Perrin Stryker, Felix Wormser, William W. Waite, F. O. Rouse, John P. Foley, Jr., Melvin W. Thorner, M.D., Goodwin Watson, William Exton, Jr., David B. Hertz, Fred Rudge, Fred G. Lippert, Ernest R. Acker, Harold F. Smiddy, Harllee Branch, Jr., and J. Theodore Wolfe.

EDP IDEA FINDER, Edited by Richard G. Canning, Roger L. Sisson, and Margaret Milligan. Canning, Sisson and Associates, Inc., Los Angeles, Calif. 656 pages. $69.00.

"The Idea Finder" covers three years of growth in the field of electronic data processing—1957 through 1959. It presents the important literature of that period in a new and informative format. The book is divided into broad areas of information: EDP in management, EDP system design, sociological aspects of EDP, equipment, operations research, EDP applications, and a list of supplementary resources.

Each of these areas has been subdivided into specific subjects that develop the main theme. Beginning with 1957 and continuing through 1959, the articles are arranged chronologically within each subdivision. The development of any one idea or activity is thus easily accessible. The book presents an accurate and easy means to provide the reader with information that ordinarily would involve a great deal of complex research.



CLASSICS IN MANAGEMENT, Edited by Harwood F. Merrill. American Management Assn., Inc., 1515 Broadway, New York 36. 446 pages. $9.00/AMA members: $6.00.

The purpose of this book is to make available to the manager selections from the works that have influenced the development of his activity toward the status of a profession. In a sense, it makes the executive familiar with his heritage. Each of the book's selections offers a picture of the development of management theory and practice. The "Classics" include essays by Robert Owen, Charles Babbage, Capt. Henry Metcalfe, Henry Robinson Towne, Frederick Winslow Taylor, Henry Laurence Gantt, Russell Robb, Harrington Emerson, Alexander Hamilton Church, Leon Pratt Alford, Henri Fayol, Frank

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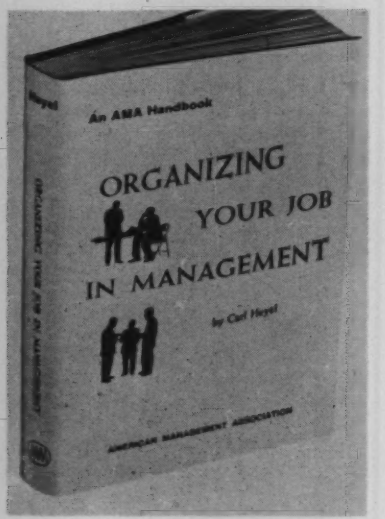


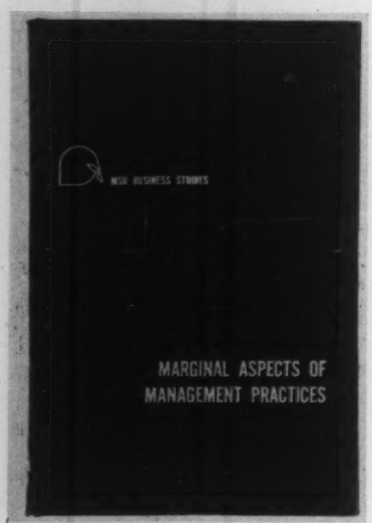
ORGANIZING YOUR JOB IN MANAGEMENT, by Carl Heyel. American Management Assn., Inc., 1515 Broadway, New York 36. $4.50/AMA members: $3.00.

This book instructs the reader how to analyze his work habits—how to get more out of every meeting and conference—delegate in a way that gets things done. The author advises upon the premise that many executives work more hours than their employees and still feel they haven't enough time to do a top-flight job. The book is an efficient guide that outlines what the executive can do to organize for maximum personal accomplishment. Included among the chapters are: Lack of Time: Problem or Symptom; Where Does the Time Go; The Job in Perspective; Identifying the Main Problem Areas; Time Robbers: Worries and Tensions; and Practical Steps Toward Self-Organization.

LISTEN, MR. PRESIDENT, by George Black Chilton Co., 56th and Chestnut Streets, Philadelphia 39. $5.00.

In the foreword to this book author Black states, "Best seller lists are filled to overflowing with the offerings of slick word wielders who have found a scapegoat in the excesses of one facet of advertising. While the public drinks deep and lives vicariously in an enchanted world of moonshine and models, an important and vital profession is being dealt a low blow. One purpose of this book is to make it clear that industrial advertising is a serious, deliberative business requiring judgment and understanding."

Mr. Black claims that the company president should be equipped with that understanding so that he may pass judgment on his own advertising and marketing program. Helping give the president this knowledge is the intent of the book . . . and also to make clear that "martinis, machination, and make-believe"—as certain popular books paint it—is *not* the world of advertising.



MARGINAL ASPECTS OF MANAGEMENT PRACTICES, by Frederick N. Firestone. Bureau of Business and Economic Research, Graduate School of Business, Michigan State University, East Lansing, Mich. 80 pages. $3.50.

This investigation of modern management is based upon two large questionnaires framed by James S. Earley and distributed by the American Institute of Management. Mr. Firestone explores how respondents use techniques such as accounting and marketing analysis in arriving at price policies. The author then compares these policies with those expected of the competitive model as developed by Alfred Marshall.

TOP MANAGEMENT HANDBOOK, Edited by H. B. Maynard, President, Maynard Research Council, Inc. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. 1,248 pages. $17.50.

This newly published handbook is the combined message of 60 business leaders on management and managing. Under the editorship of Dr. H. B. Maynard, they have provided a source of information both on fundamentals and on their own proved practices. They deal with management only at the top level, but also in each area of activity management; what it calls for in the manager's thinking and ability; and how it can be carried out for the best good of the company, the manager, and society at large.

The book covers each function of management from the point of view of the top executive, usually the president, as well as the head of such activities as sales, production, marketing, and finance. It emphasizes the nature of management and managing in a development of overall concepts. Such elements as the task of management; gathering information; directing, guiding, and leading; evaluating and measuring results; promoting innovation; managing the marketing activity; building and retaining top management; and other important areas are covered with case material intended to help the reader appraise and reorganize his own activities.

The author list ranges from David Rockefeller, vice chairman of Chase-Manhattan Bank, who contributed the foreword to the book, through Thomas J. Watson, IBM president; Owen Cheatham, chairman of Georgia-Pacific; Clarence Francis, Studebaker-Packard chairman; and William T. Brady, Corn Products Company chairman. Also

Milton Lightner, chairman of Singer Manufacturing Co.; Judge Byron K. Elliot, president, John Hancock Mutual Life Insurance Co.; Admiral Ben Morrell, retired chairman of Jones and Laughlin Steel Co., and many others.

THE NEW SCIENCE OF MANAGEMENT DECISION, by Herbert A. Simon. Harper & Brothers, 49 E. 33rd St., New York 16. 50 pages. $2.50. Dr. Simon, who is Professor of Administration at the Graduate School of Industrial Administration, Carnegie Institute of Technology, outlines in concise form how electronic devices are being extended to the control of judgment as well as to routine operations. The author describes the innovations in the area of "heuristic" programming (developments that have penetrated the mechanics of human thinking) that allow us to apply this new knowledge to unraveling significant mysteries of man's mind. Dr. Simon reflects upon the organizations and social implications of these rapid technical developments and projects—from present certainties to future probabilities. He sees the future business organization as a complex man-machine system in which executives and other white-collar workers collaborate with computing machines in processing information and making the decisions—both routine and novel—for conducting business.

MANAGEMENT CONTROL SYSTEMS, by Donald G. Malcolm and Alan J. Rowe. John Wiley & Sons, Inc., 440 Park Ave. South, New York 16. 375 pages. $7.25.

This book discusses the proceedings of a symposium held at the System Development Corp., Santa Monica, Calif. The symposium was called to explore the present condition of systems, likely future developments, and the need for research in the field. Included in this book are the papers that were presented at that meeting and a summary of the discussions that were conducted. System Development Corp. is a non-profit corporation chartered to "receive and administer funds and property exclusively for scientific, educational and charitable purposes for the public wel-

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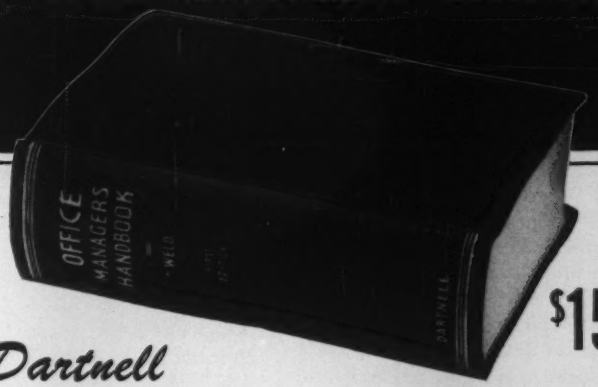

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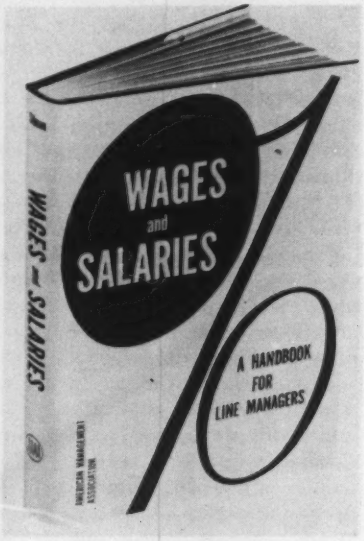
WRITING FOR BUSINESS, by Wilkinson, Menning, and Anderson. Richard D. Irwin, Inc., Homewood, Ill. 369 pages. $6.65.

This is the third edition of the book, "Writing For Business" which first appeared in 1951. Twenty-nine new articles have been added and 31 of the old articles have been dropped. But the original purpose and nature of the book remain. The book brings together a variety of articles written recently on the theory and practice of business communications. The volume was designed for businessmen interested in knowing the new trends and for college students preparing for business careers. Specifically, this collection of articles attempts to: (1) provide a concentrated statement of the results of business writing experience; (2) bring into the classroom, directly from practitioners (in their own words), support for, and illustrations of, the teacher's ideas; (3) combine theory and practice to help develop both a philosophy and a methodology for improving business writing; (4) present a brief historical perspective on the development of modern business writing principles; (5) stress the public relations function of business and correspondence in addition to its prime purpose of transmitting information and persuading.

SAMPLE DESIGN IN BUSINESS RESEARCH, by W. Edwards Deming. John Wiley & Sons, Inc., 440 Park Ave. South, New York 16. 517 pages. A textbook written from the point of view of the theoretical statistician in industry, the work includes surveys of consumers, surveys in psychological problems, surveys of attitudes and opinions, surveys of business establishments, statistical problems in accounting, auditing, evaluation of inventory, appraisal of property, and the inspection and testing of physical materials.

The author states that sampling is not a procedure for selecting a part from the whole, nor a substitute for a complete investigation. Rather, sampling is the scientific method of investigation and inference, in which demonstrable reliability is requisite. Indeed, the major portion of the content of new techniques in the management sciences, called by various names such as operational research, queuing theory, and methods of simulation, consist mostly of applications of the theory of sampling."

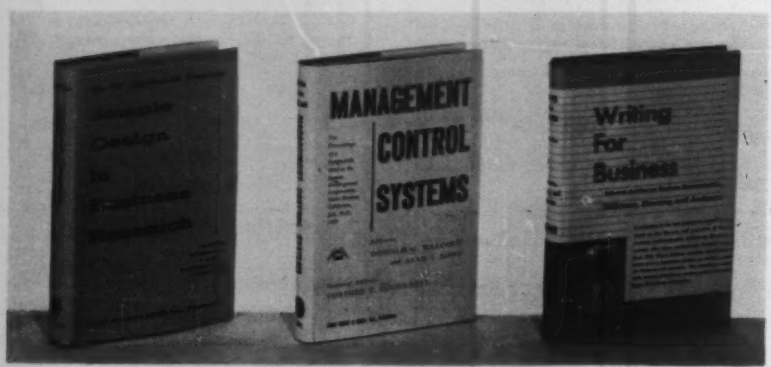


WAGES AND SALARIES, by Robert E. Sibson. American Management Assn., Inc., 1515 Broadway, New York 36. 224 pages. $5.25/ AMA members: $3.50.

A handbook for line managers, this book suggests ways of answering such questions as: "Why can't I get a raise?" "Why does another department get bigger paychecks?" "Why is my job limited to a particular grade?" The author, Robert E. Sibson, has written extensively on personnel subjects and is an AMA seminar leader. For this particular book, he made a detailed survey of wage and salary practices in 15 leading companies to identify specific problems of line managers in this area.

STAFF IN ORGANIZATION. by Ernest Dale and Lyndall F. Urwick. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. 250 pages. $6.00.

The authors of this book discuss the fact that as businesses grow in size and complexity they are likely to find their organizations approaching diffusion unless some more effective form of coordination is utilized. The present coordinators



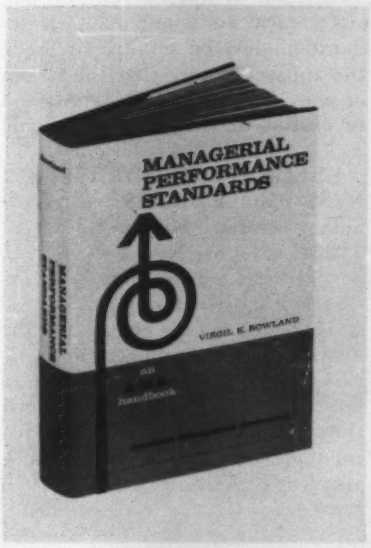
—the men at the head of companies, divisions, and departments—are frequently overwhelmed with work; many of them regularly put in 50 or 60 hours a week, and increasingly their health is suffering in consequence.

The authors suggest a possible solution, an organizational device that is often misunderstood by businessmen and even by organizational specialists: the use of general staff men. They claim that the general staff man, one of whose titles usually is "assistant-to," is widely employed in business today, but because there is so much misunderstanding of his functions and status, he is often less valuable than he might be and sometimes is an actually disruptive force in the business organization.

To ascertain when, and how, the business executive can utilize the device of the general staff, the book explores what executives do in their working time. It examines the various types of staff found in business today and their relationship to the line; analyzes the theory and use of staff in military organizations (which encountered the problem of large-scale organization earlier than business did), and explains how military practice must be modified for business use. It also discusses the use of the general staff men by U.S. Presidents, and shows what business can learn from White House experience.

Actual case histories of successful and unsuccessful assistants-to, with analyses of the reasons for success or failure, are provided as guides for executives who are using or planning to use general staff men, for organizational specialists, and for men who hold the position or aspire to it.

MANAGERIAL DECISION-MAKING, by R. W. Morell, Ph.D. The Bruce Publishing Co., 400 N. Broadway, Milwaukee 1, Wis. 201 pages. $6.00. In the face of increased automation and decreased personalization, Dr. Morell states that decision making remains the province of the individual and depends ultimately on his own abilities of analysis, deduction, and rational procedure. Increased knowledge and efficiency in these abilities, he says, means increased opportunities for personal business success. The book concludes with 12 actual case studies of problems faced by "real flesh and blood" companies — many of whose problems may resemble the reader's own.



MANAGERIAL PERFORMANCE STANDARDS, by Virgil K. Rowland. American Management Assn., Inc., 1515 Broadway, New York 36. $5.25/AMA members: $3.50. 192 pages.

This handbook deals with the challenging concept of setting standards for executive performance. It focuses on the dynamic relationship between the executive and his subordinates. According to the author, "man-to-boss" is the weakest link in the chain of communications. The subject of the book is how to strengthen this link and thus gain improvement in employee performance and relations.

MANAGEMENT PRACTICES, by Richard C. Anderson. McGraw-Hill Book Co., 330 W. 42nd St., New York 36. 312 pages. $7.00.

This book takes a good long look at modern management principles and practices. It emphasizes the need for developing a high standard of creative human effort in the business organization. The specific skills needed by a manager are discussed, and suggestions are given on how to acquire them and use them to motivate people to produce creatively and efficiently. The book also explores the social responsibilities which modern management should observe, and provides information on how to improve human relations in business.

Checklists are included which help evaluate manager performance in such areas as formulating company policy; organizing the business effectively; developing creative personnel relations; financing the business; and supervising employees. Case examples, tabulations of managerial functions, and numerous charts and diagrams supplement the discussions. Among the subjects covered are specific methods for creating and maintaining high-level personnel performance; practical guides to efficient delegating, directing, coordinating, communicating, and motivating; effective techniques for improving organization structures; and detailed suggestions for sound operational planning and successful executive action for businesses of any type or size.

THE CRISIS WE FACE, by George Steel and Paul Kircher. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $4.95.

Some of the worrisome conclusions arrived at in "The Crisis We Face," are: "American automation is not developing as fast as it must if we are to meet foreign competition. . . . If we fail to produce substantial advances in automation during the next decade . . . we shall have a succeeding decade of economic depression."

The authors state that we cannot support an increased defense effort and also raise our standard of living unless we produce more per worker, and the only way this can be done quickly is through automation. "But," the authors contend, "present trends in the design of automation have led to enormous computers and too-elaborate factory controls. Unless this trend towards complexity is reversed, we cannot get the economic benefits we need. This means that we shall have to abandon foreign markets to cheaper labor and to growing competition by the Russians in the automation field. Before long we shall find our own economy upset unless we can raise our trade barriers, but this will turn the free world against us. The authors claim that American designers can develop the kind of automation we need but that this will come about only if American management gains the technical

know-how needed to control automation research and design. "We face the crisis of inadequate automation, long delayed . . . the problem arises primarily from incompetent leadership and organizational inadequacy, not from technological necessity, and this is where the Russians have the advantage." While discussing the economic crisis this is bringing about, the authors concentrate on the damage that is being done to our defense system. They explain the reason behind the fact that some electronic computers have not saved much money, though they can add one hundred thousand times faster than a man. The Government Accounting Office recently released a severe censure of government use of computers to control defense inventions, saying that they had not saved money nor improved the "out of stock" situation.

According to the book, our management methods must take a major share of the blame for these failures. Dividing a job into parts and handing pieces of it to various departments or subcontractors is all right for consumer products. But weapons systems and computer designs must be integrated. This means that no single part can be built without considering the effect it has on all other parts. Under present methods of managing, which the authors analyze in great detail, this integration never takes place. The result is that computers and automation devices often have thousands of transistors and other active parts while in most cases only a few hundred are needed. The costs go up into the millions, yet the reliability may be less than for a TV set.

The authors analyze in detail the management organization that has produced this dangerous over-complexity, and stress the need for an entirely new approach. They also suggest that managers should be better educated scientifically, that research should be initiated sooner, that there must be a higher ratio of research to development, that system components must be standardized sooner, programs must be made more flexible, and trained executives must have time to think. There must also be a much greater integration of operations; a system of technical audit and research authorities must be set up. In short, the authors believe that the future of our defense system requires a revolution on the managerial level.

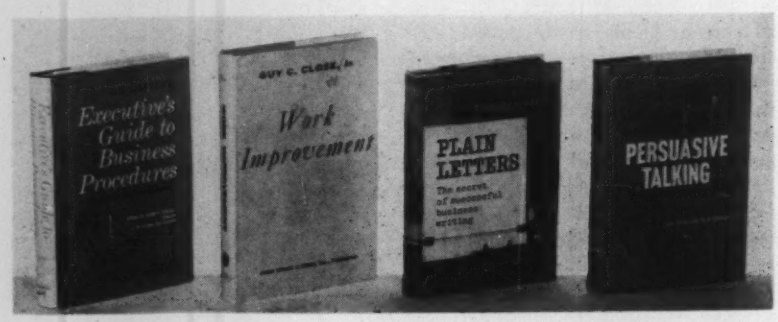
Books provide the means for self-development . . .

EXECUTIVE GUIDE TO BUSINESS PROCEDURES, edited by Sidney Prerau. McGraw-Hill Co., 330 W. 42nd St., New York 36. 255 pages. $4.95. The book outlines what to do, what not to do, and what to look out for when handling major business problems for transactions. It presents hundreds of pointers embodying tested solutions, workable methods, and helpful suggestions which lead to management's decision making. The book provides a convenient outline for checking every step to be taken in organizing or reorganizing a business – developing good public, customer, and stockholder relations –controlling salesmen's expenses– planning efficient office layouts–financing and borrowing–getting efficient control from accounting systems, preventing fraud and embezzlement, budgeting for profit, designing an effective cost system, and performing many other essential operations. Particularly helpful is the wealth of pointers in the book on today's tax laws.

WORK IMPROVEMENT, by Guy C. Close, Jr. John Wiley & Sons, Inc., 440 Park Ave. South, New York. 388 pages. $7.75.

In this book the author incorporates the methodology and techniques used by business, industry, and service organizations to reduce costs and increase productivity. He explains the use of a systematic, organized method for solving cost problems in a practical manner. Suggestions are given on how to eliminate waste time, energy and material – and which tools are appropriate for the type of problem being studied. The analytical application of work sampling and principles of motion economy, the comparative utility of job simplification versus job enlargement, and the use of imaginative thinking are described and explained for all–from foremen to executives–who are interested in work improvement. Each technique is supported and illustrated by actual examples and case histories.

PLAIN LETTERS, by Mona Sheppard. Simon and Schuster, 630 Fifth Ave., Rockefeller Center, New York 20. 305 pages, $4.50. Miss Sheppard suggests that the short cut to writing plain letters may be summed up in 4-S principles: Shortness, Simplicity, Strength, and Sincerity. She offers 14 suggestions to show the reader how to shorten letters by getting right to the point and cutting out business jargon. She states six ways to simplify letters and thereby make them readable. Specific examples from the files of leading statesmen and businessmen illustrate how successful writers win their readers through the strength of positive words and the sincerity of natural words. The book also contains sections on good letter form, simple sentence construction, and planning of content. Two of Miss Sheppard's favorite letter writers are Abraham Lincoln and Walter Hines Page. She also uses as examples letters by Thomas Jefferson, Theodore Roosevelt, and William James.



THE ART OF PERSUASIVE TALKING, by Lynn Surles and W. A. Stanbury, Jr. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. 296 pages. $4.95.

Practical techniques and suggestions for talking clearly and convincingly in everyday business situations are presented in this newly published book. The author uses a realistic, person-to-person approach and explains how to win sympathetic listeners and get ideas across in conversations, meetings, informal talks, and other areas of spoken communication in business. Outlined in the book are principles that can be applied whether talking with one person or before many—whether speaking extemporaneously, delivering prepared talks, or debating issues.

THE WASTE MAKERS, by Vance Packard. David McKay Co., 119 W. 40th St., New York. 340 pages. $4.50.

In advertising circles, especially, one of the most discussed books of the year is Vance Packard's spirited attack upon the advertising and marketing media, "The Waste Makers." Presently "number one" on the best-seller list, "The Waste Makers" deals with the new "philosophy of waste" which the author claims is being insidiously ingrained into consumers' souls by advertisers. Mr. Packard asserts that through the capacity of America's productive system to produce more goods than it needs, there has resulted an increasingly frantic effort on the part of industry, its promoters, marketers, and merchandisers to persuade the buyer to waste, waste, waste. He says, "Marketers in the mid-twentieth century have been subjecting the consumer to a barrage of selling strategies that has rarely heretofore been matched in variety, intensity, or ingenuity. Millions of consumers are manipulated, razzle-dazzled, indoctrinated, mood-conditioned, and flimflammed. They are conditioned to be discontented with last year's models, and they are conditioned to accept flimsily built products."

The book discusses planned obsolescence and "product death," forced consumption, and all the gimmicks and gadgetry with which he claims the marketers make

Weak old scale wastes postage!

Because it overweighs. *And you* overpay! *An unnecessary extra four cents postage on as few as ten letters a day runs into a hundred dollars a year—wasted!*

If your old scale is stiff and rusty, it underweighs . . . *And your mail arrives "Postage Due"—which is irritating to the recipients, and does your corporate image and customer relations no good at all!*

An accurate scale is a real economy in any office. And you can't find a better mailing scale than those precision made by Pitney-Bowes.

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Seven models, including an international postage scale, a parcel post scale with 70 lb. capacity, and a small scale for the small office. Ask the nearest Pitney-Bowes office for the scale you need. Or send coupon for free illustrated booklet.

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Send free booklet ☐ *rate chart* ☐

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Books can stimulate original thinking

monkeys out of consumers. Packard admits, "Most of my best friends are advertising men," and his wrath seems to have been primarily provoked by statements such as the following made by Victor Lebow, marketing consultant, which appeared in *The Journal of Retailing*: "Our enormously productive economy . . . demands that we make consumption our way of life, that we convert the buying and use of goods into rituals, that we seek our spiritual satisfactions, our ego satisfactions, in consumption . . . We need things consumed, burned up, worn out, replaced, and discarded at an ever increasing rate." Mr. Packard also objects to a statement which appeared in the January 19, 1960 issue of *Printers Ink*: "Perhaps most important of all, (the researchers) are edging toward that ultimate question for advertising: How can the consumer, like Pavlov's dog, be taught the habit of buying a specific brand? (*Printers Ink*, by the way, responded to Mr. Packard's book with a seven-page retort compiled by the same number of ad men.)

Although the major part of the book is devoted to describing the disease, author Packard offers some interesting remedies in the final chapters.

THE SPENDERS, by Steuart Henderson Britt. McGraw-Hill Book Co., 330 W. 42nd St., New York 36. 296 pages. $4.95.

Dr. Britt, a psychologist and professor of marketing and advertising at Northwestern University, considers his book an answer to Vance Packard's "The Waste Makers" (reviewed above). He states: "The consumer is king today. Our nation has moved from an era of scarcity to an era of plenty, and this makes the role of the consumer more important than ever . . . No one has yet come forward with an adequate substitute for his sovereignty in the market place . . . Business has no choice but to discover what he wants and to serve his wishes, even his whims."

The book seeks to provide an explanation of how American business (especially advertising media) is really the consumer's servant, since it offers an insight into the consumer's actions and reactions, motives, desires, and needs, and also explains how the products he buys are marketed and advertised for his benefit.

"Yes," writes Dr. Britt, "the consumer has finally come into focus, and the psychological and sociological analysis of his behavior, his values, and his attitudes are being examined from all sides. The consumer wants to live in security, but with leisure and in luxury. And the consumer also has a new-found freedom, the power of income with which he can "vote" in the marketplace either YES or NO . . . to buy or not to buy."

Author Britt answers critics of advertising by pointing out that although the public enjoys complaining about advertising, it evidently has enough confidence in it

new 50-station collator

Fully automatic . . . unprecedented performance without the penalty of high price or space waste!

Announcing a new dimension in collating versatility, accuracy, speed and compactness — the all-new, completely automatic Rotomatic by Thomas Collator Industries, Inc. If you collate in volume, you'll want all the details on the Rotomatic's ease of total operation and multiple savings. For complete information and prices, without obligation, write today.

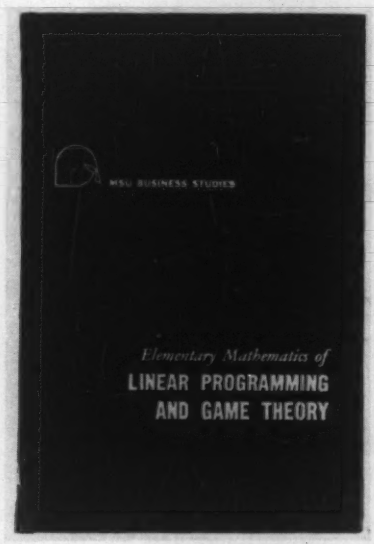
- Accurately collates, counts, staggers or stitches 25,000 sheets per hour
- Exclusive push button programmer permits different jobs to be run at same time
- Occupies only 17½ sq. ft. of floor space
- Loads in less than 7 minutes . . . no adjustments for vacuum systems, fans, weights, finishes
- Handles sheet sizes from 7" x 8" to 11" x 14" in most every weight and finish
- Offers more features at a lower price than any other collator on the market

Thomas Collator Industries, Inc.

Dept. E4, 100 Church Street, New York, New York

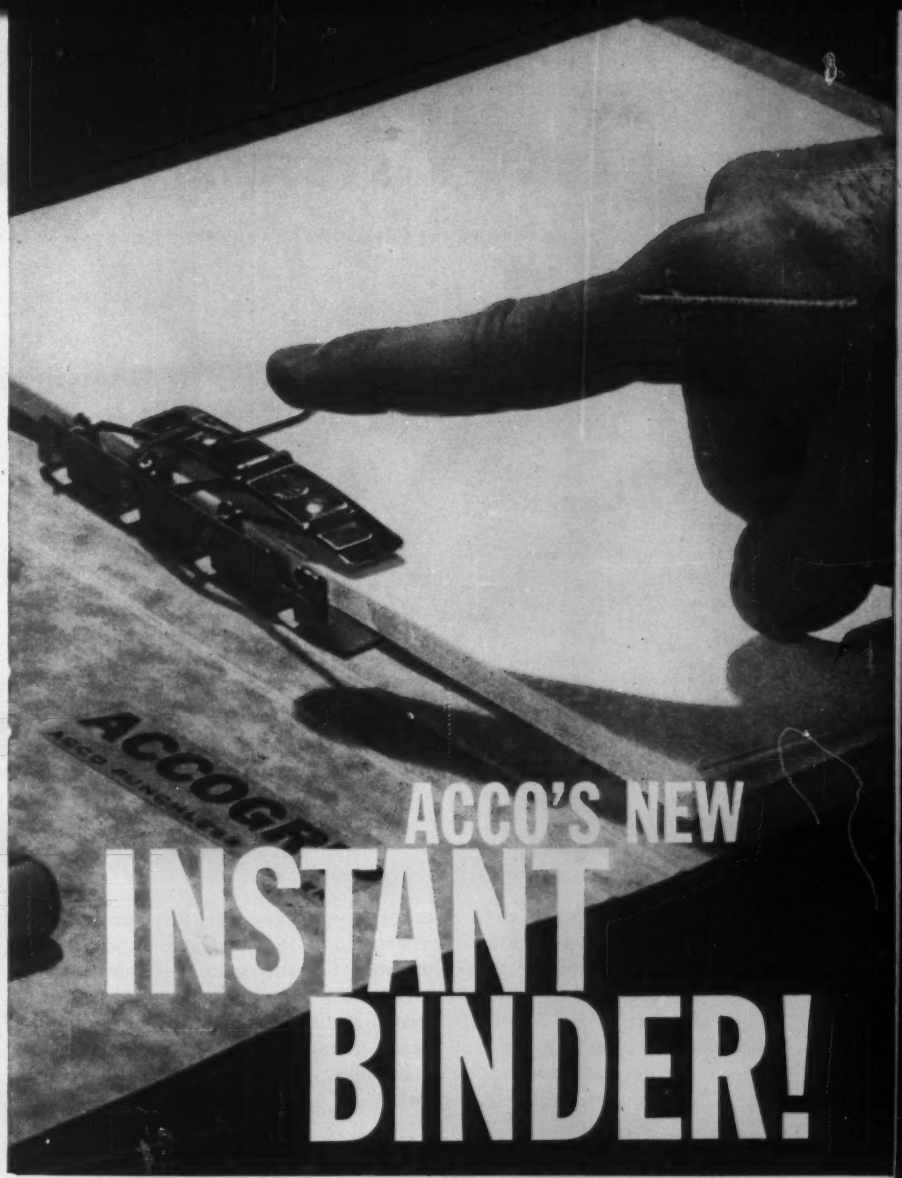
(Circle No. 49 on Reader Inquiry Card)

to go ahead and buy advertised products more than those which are not advertised, ". . . the greatest advertising campaign in the world," he continues, "cannot turn a poor product into a good one any more than it can force somebody to buy something he doesn't want. What advertising can do—and does—is to create awareness about products and services. It seeks out and stimulates wants. It defines the differences between products. It demonstrates how things can be done better, more easily, more satisfyingly. In short, advertising presents us with the opportunity to desire, to select, and to buy if we wish . . . and it gives us information we need in order to make our choices."



ELEMENTARY MATHEMATICS OF LINEAR PROGRAMMING AND GAME THEORY, by Edward G. Bennion. Bureau of Business and Economic Research, Graduate School of Business, Michigan State University, East Lansing, Mich. 140 pages. $5.00.

This book is written for the reader who wishes to learn the rationale underlying linear programming and game theory. The author, by limiting the scope of his discussion to fundamental concepts, has designed his book to meet the needs of the mathematically unsophisticated reader. The result is a scholarly contribution to a growing field of study which should be of great interest to business practitioners.



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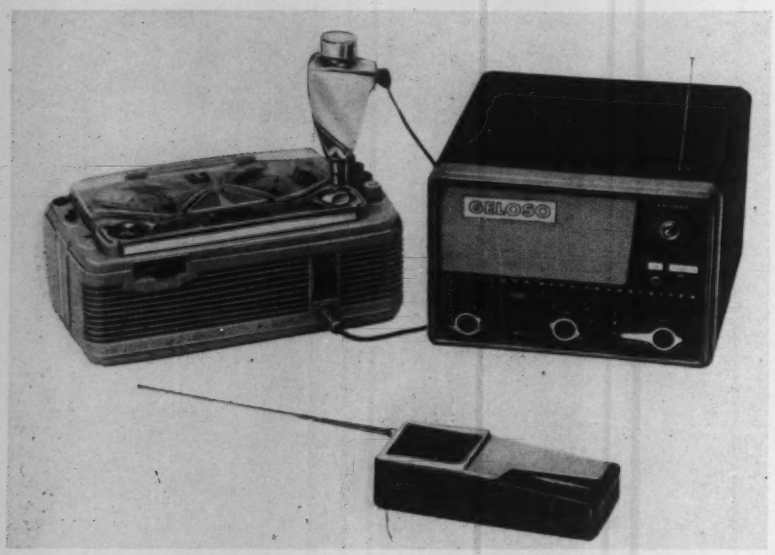
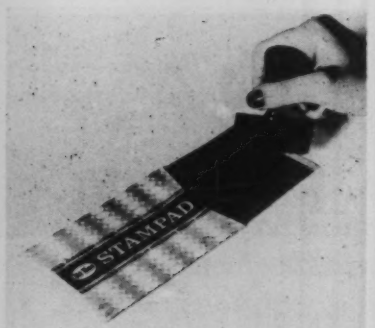
NEW SYSTEMS AND EQUIPMENT



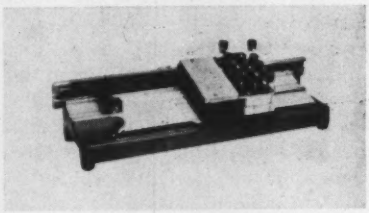
▲ Wireless dictation system **N-2**

The Remote-Tape wireless dictation system automatically records messages dictated into a pocket size microphone-transmitter as much as one half mile away from the recording unit. Consisting of a wireless microphone, a receiver-control unit, an actuator (starts and stops the recording unit) and a standard Stenotape recording-transcribing unit, the recorder operates only when messages are being dictated. Price of the system without the Stenotape recording unit is $995. American Geloso Electronics Inc., 251 Park Ave., South, New York.



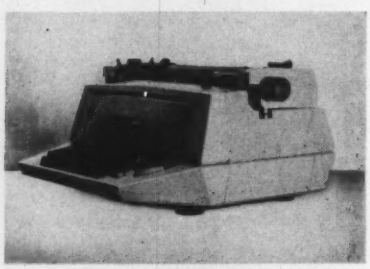
▲ Stamp pad **N-4**

The wafer-thin, push-pull Stampad does not require inking to make several thousand impressions. The "ink-less" product is disposable and clean to handle. Old Town Corp., 750 Pacific Street, Brooklyn 38, N. Y.



▲ Key punch **N-1**

Mechanically operated, the "001" auxiliary key punch offers a simple means for punching numerical data into IBM cards. The unit is light in weight and has a built-in receptacle for catching paper chips. Panels Wires, Inc., 755 Pennsylvania Ave., San Francisco 7.



▲ Electric typewriter **N-3**

One of three new electric models recently introduced by the company, the Raphael electric typewriter produces typescript by a carbon ribbon. Variable spacing in which each character is alloted the space on the paper that its size requires is another feature of the machine. Underwood Corp., 1 Park Ave., New York 16.

◀ Pneumatic tube **N-5**

The Erecto Airtube system is preengineered and preassembled at the factory in a complete packaged unit for simplified installation. Operating from a 110-volt outlet, the power unit is built into a stylish steel cabinet permitting a low noise level. Lamson Corp., Lamson St., Syracuse, N. Y.

▲ Microfilm projection **N-6**

Microfilm material can be transmitted instantly from a central point to a remote high-resolution television screen without vidicon camera or lights, with the new Microfilm Video Transmission System. The viewer at a remote location can scan the projected microfilm or enlarge a portion of it up to 60 times microfilm aperture size. Greater clarity of image is achieved electronically by using 945 scan lines, compared with the 525-line system of U. S. commercial TV. After inserting the microfilm card in the aperture, the operator of the system (above) selects any number of monitors on the system to receive the picture. The complete transmitting unit shown here is expected to sell for about $12,000. Monitor units with remote control would cost approximately $2,000. Nord Photocopy & Electronics Corp., 300 Denton Ave., New Hyde Park, N. Y.

▶ Modular file unit

Correspondence folders are filed radically in the horizontal "Roto-Tier" modular unit of the speedline file cabinet. Occupying a standard floor area 48 inches wide by 42 inches deep, the file can be expanded, one Rotor-Tier at a time, to a maximum of six tiers, or approximately 24 ordinary file drawers. Wassel Organization Inc., 225 State St. West, Westport, Conn.

▲ Dictating machine **N-7**

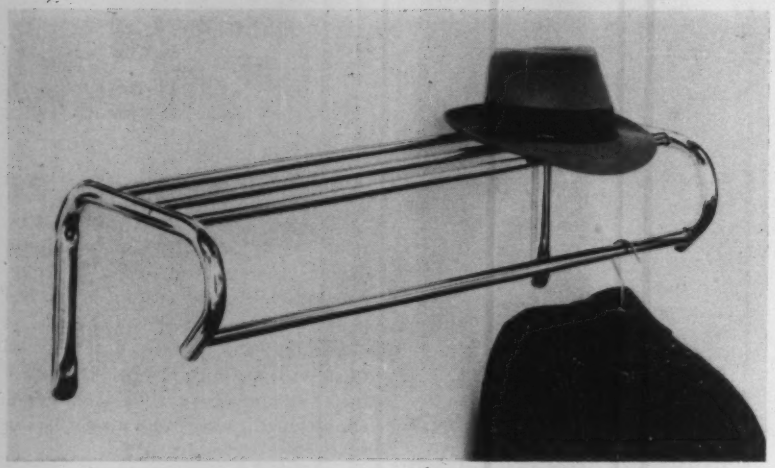
A reusable magnetic belt is taken from the "Executary" secretarial transcribing unit, one of three new office models recently introduced by IBM. The executive dictating machine provides 14 minutes of recording time with a full remote control microphone. Other features include: dual purpose soundhead with built-in erase circuit, punch through index slip holder, play back through microphone or built-in loud speaker, instant scanning, unlimited review in measure sequences. International Business Machines Corp., Electric Typewriter Div., 545 Madison Ave., New York.

▲ Microfilm printer **N-8**

Roll or unitized microfilm can be read or an enlarged print made under ordinary lighting conditions by the Documat microfilm reader-printer. The table top unit employs a photographic process and may be used without special operator training. Documents may be scanned or reproduced simultaneously. Documat, Inc., Belmont, Mass.

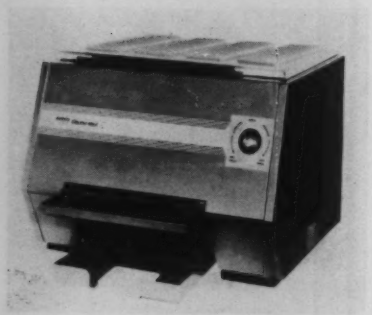
▲ Electric calculator **N-10**

Ten fingers indicate the ten-key numeral keyboard of the new Ten-keymatic automatic electric calculator. Three-dial proof of all entries and answers is given by the machine, and an internal memory bank stores answers obtained in multiplication, addition, and subtraction, for later use. Marchant Div., Smith-Corona Marchant, Inc., 6701 San Pablo Ave., Oakland 8, Calif.



▲ **Hat and coat rack** **N-12**

Hats and coats are neatly accommodated on this single shelf, tubular steel wall rack, available in 17-, 25-, 33-, and 49-inch sizes. No caps or screws are required for assembly; the only screws necessary are those furnished for wall mounting. Precision Mfg. Co., 831 Chicago Ave., Evanston, Ill.

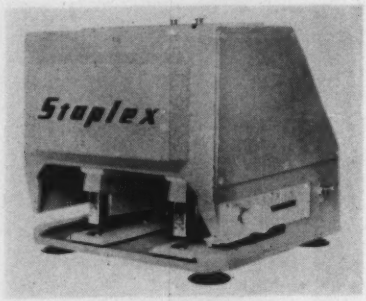


◀ **Copier** **N-13**

Business papers using half-tones, solids, or colored material can be faithfully reproduced by the Electro-Stat, a desk-top copier using an electrophotographic process. Five copies per minute can be produced at a cost of approximately 3½ cents per copy; no liquids are used in the process. The machine can be purchased for about $1,495, or rented for approximately $45 per month. American Photocopy Equipment Co., 2100 W. Dempster St., Evanston, Ill.

◀ **Vinyl covering** **N-15**

An electronically sealed, vinyl covered loose-leaf book with turned edges is now being made available. Said to be an advance over "tear-seal" edge binding, the new finished edge vinyl binder is the product of an electronic "welding" process. Vinyl Case Div., Peterson Electronic Die Co., Inc., 199 Liberty Ave., Mineola, N. Y.



▲ **Stapler** **N-11**

The Double-Header portable automatic stapler operates on 110-volt AC current and will staple as quickly as the work is fed. The machine can be adjusted for center distances of 2¼ to 6½ inches between staples and for depths of one-eighth of an inch to three inches. Staplex Co., 777 Fifth Ave., Brooklyn 32, N. Y.

▲ **Presentation system** **N-14**

The Thermo-Fax overhead projector is part of a new visual communications system which operates in normal light and can project data from almost any document in seconds. A Thermo-Fax projection transparency (an 8½- x 11-inch plastic sheet) is inserted in an ordinary Thermo-Fax copying machine with the original document and emerges after four seconds ready for projection. Reproductions of an original can be made for projection in positive, negative, or colored form. Cost of transparencies ranges from 13 to 16 cents; the overhead projector sells for $395. Minnesota Mining and Mfg. Co., 900 Bush Ave., St. Paul 6.

ME

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economy priced to save you money——continuous-duty design for long trouble-free service——interlocked keyboard——direct-action function keys—direct subtract—repeat add and subtract—7/8 cap. "addo-x" stands for a family of versatile adding-calculating machines——backed by nation-wide service and repair parts facilities see your dealer or write: "addo-x" 300 Park Avenue, New York 22

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NOW... more time for management

EVERY DAY the "paper work" mounts. Never before in the history of business has the handling of detail been so important — taken so much of management's time.

But there's a way to cut through this maze and to find more time for the really productive work. It's a simplified plan by Shaw-Walker — "*time-engineered*" to organize every one of your papers for instant finding, no matter how big or involved your record keeping.

Finding is up to *four times faster*. Operating costs for help are reduced. But most important, there's less to hamper and delay decisions; management has more time to manage.

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You can see them at one of our 17 branches or 470 dealers. Alternately, write for Shaw-Walker Office Guide which describes and prices all 4000 items. *Request on business letterhead.*

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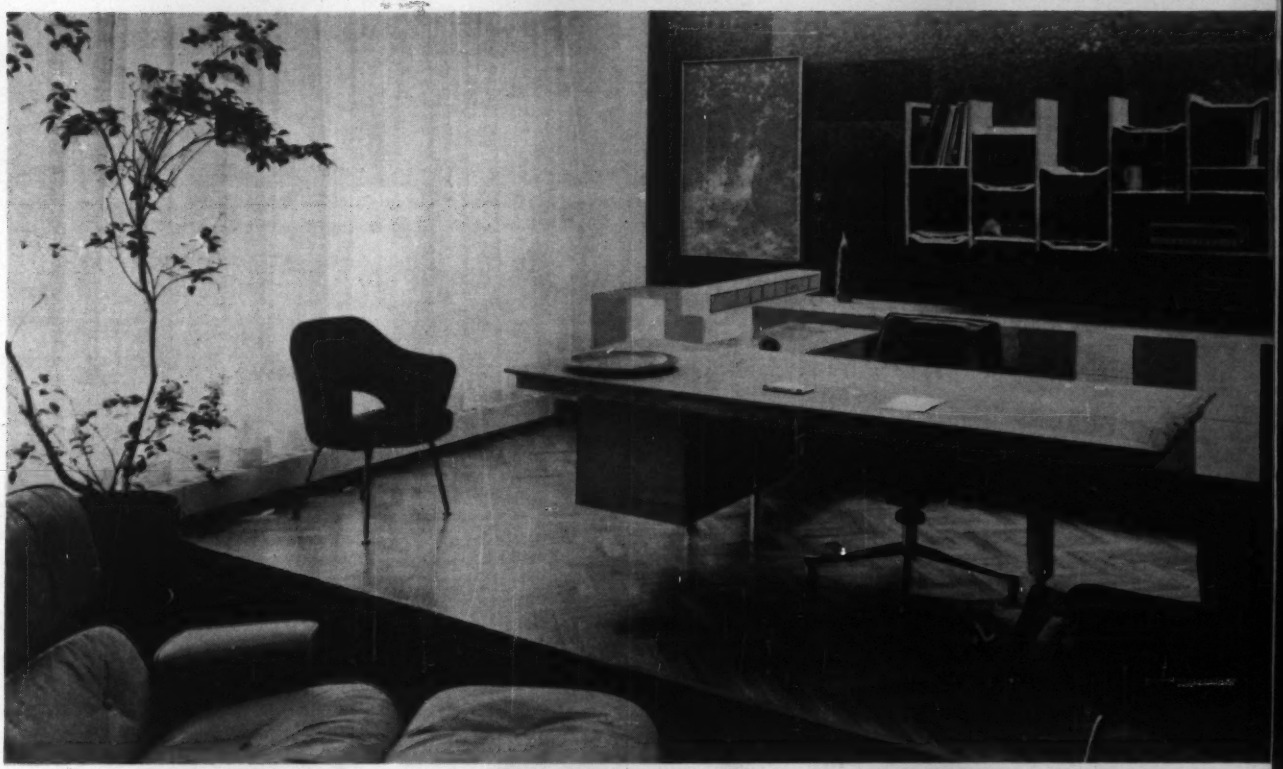
Muskegon 6, Mich. Representatives Everywhere

OFFICE MANAGEMENT and AMERICAN BUSINESS sponsors the "Office of the Year" awards, given each year for the past ten years to the nation's six leading new offices.



The desk of Lawrence Lerner, president, Michael Saphier and Associates, is kept clean for work conferences by storing routine papers on the wall rack. Potted plant lends natural stability; standard file components are concealed behind colorful stripped facing.

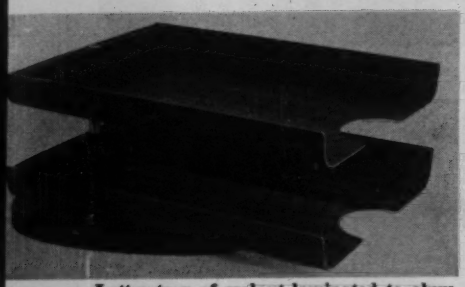
EXECUTIVE OFFICE ACCESSORIES

are subordinate to office design, essential to the executive

By JOHN M. SINE

THE MODERN executive office is a practitioner of mimetic art: It must put on many faces. Executive offices in the large corporation must be especially facile in becoming many things to many people. In a more august era the executive office stamped a single unmistakable impression on the minds of all its visitors—an impression inseparable with the personality of the executive. Austere offices are joining the iron-fisted executives, who are passing into oblivion.

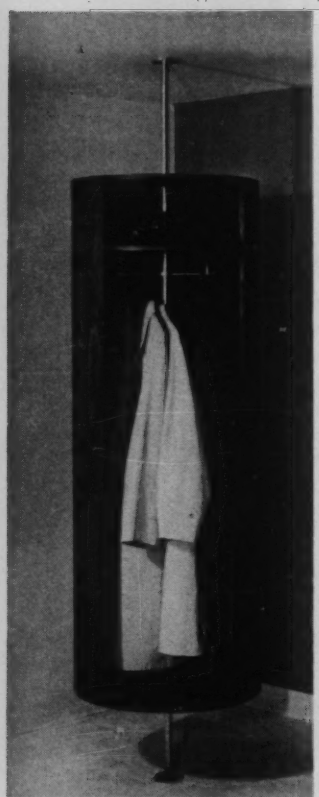
Professional office designers are called upon by the modern executive to "throw back the blinds," to leave upon the office the mark of an artist, and to make his place of



Letter tray of walnut laminated to aluminum is from Peter Pepper Products, Inc.

Executive dining and conference room at C. J. La Roche & Co., is made accessible from the kitchen by a sliding picture; an arrangement by Designs for Business, Inc.

Story book offices are for story book executives

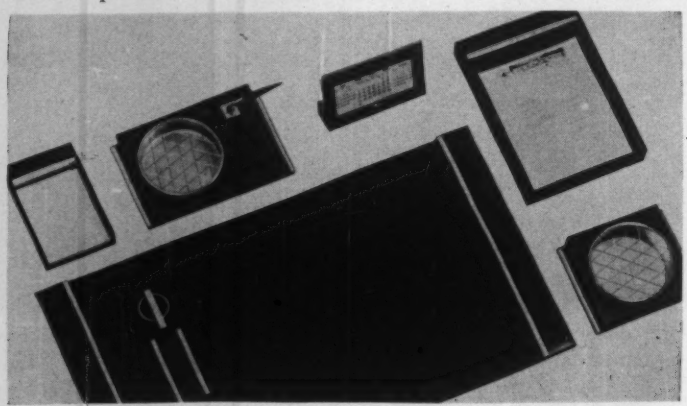


Revolving closet by Michael Saphier and Associates becomes a richly grained cylindrical accessory when opening is hidden from view.

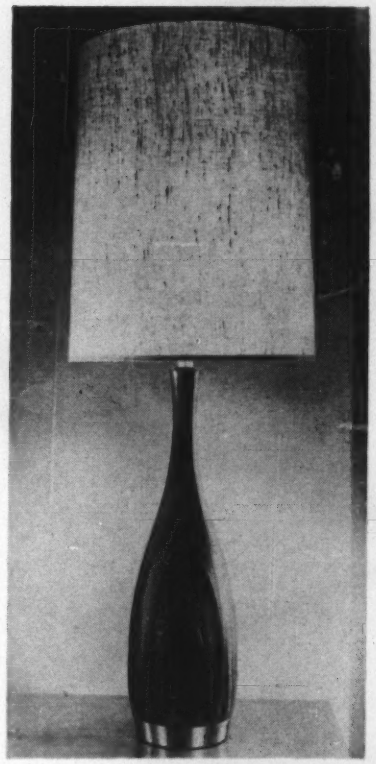
work more functional. The office, therefore, is conceived as a decorative and functional whole, enriched by the contribution of each of its units: wall, ceiling, floor, furniture, and accessories. Color, the lifeblood of the decorator, is used without hesitation in all areas of the executive office.

A new appendage is growing on the concept of the modern office. Corporations are making the executive office a showcase for visiting businessmen and stockholders—an inspired symbol of the corporate temper. Toward this end, decorators, public relations counsels, and public relations-minded executives are engaging in the new activity of image making, as did their literary forebears, Milton, Dante, and Homer. With sociological confidence, a company will design the executive office to reflect the image most superficially beneficial to itself, and most superficially digestible to the public. But, as one wag suggests, an executive office without an impressive, functioning executive, is very difficult to remember.

Conservative opinion on the subject chides the superficial and desires the executive chamber to be



A desk set is the standard approach to executive accessories. This set in stainless steel-trimmed leather is a product of Chicago Desk Pad Co.



An oiled Genezero-Walnut lamp by Zina from Maison Gourmet, Ltd.

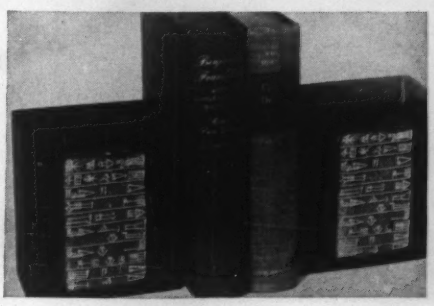
a place in which the executive works. It should, of all things, look as though it is worked in.

Accessories, in either case, play a subordinate part in the total office design. Unpremeditated accessories will not be found in the corporate image-office. Each object, including the smallest ash tray, will be staged according to the effect it produces under various dramatic lighting conditions. It is a story book office from conception to completion. An office in which the executive works will naturally have accessories of a utilitarian—*i.e.* less artistic character.

Personal accessories

There will probably be a desk pad with its accessories, a hat rack, bookends, paper weights, a stapler, and perhaps a favorite mug for pencil stubs. More personal items will also appear with disregard to any scheme of decoration. A picture of the wife and children or a loving cup won in the tennis tournament will be displayed on his desk or in

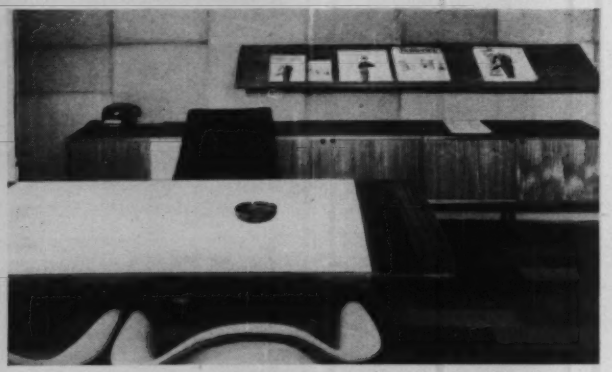
Telephone booth and compact kitchen for client convenience and refreshment adds dimension to conference room facilities at Michael Saphier and Associates.



Bookends containing duplicates of the black stone tablet of Shulgi, circa 2065 B.C., are from Museum Pieces, Inc. History and art combine to make a practical accessory for the executive office.

OFFICE DESIGN

Accessories reflect executive interests



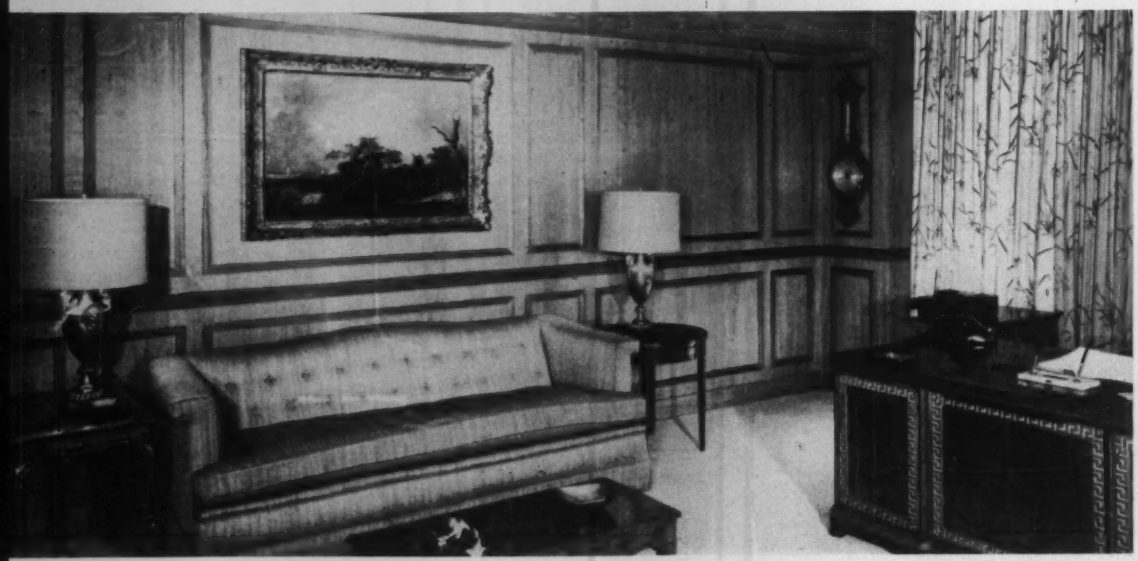
At the Butterick Company, furnished by Designs for Business, Inc., wooden accessory shelf is used to display the company's product.

a prominent place in the room. An amateur archaeologist might display a cluster of fossils; a bibliophile, his rare editions; a pilot, the model of his favorite aircraft. The displayed object may have little relevance to the corporate purpose, but it indicates an area of personal interest and often, very expert knowledge.

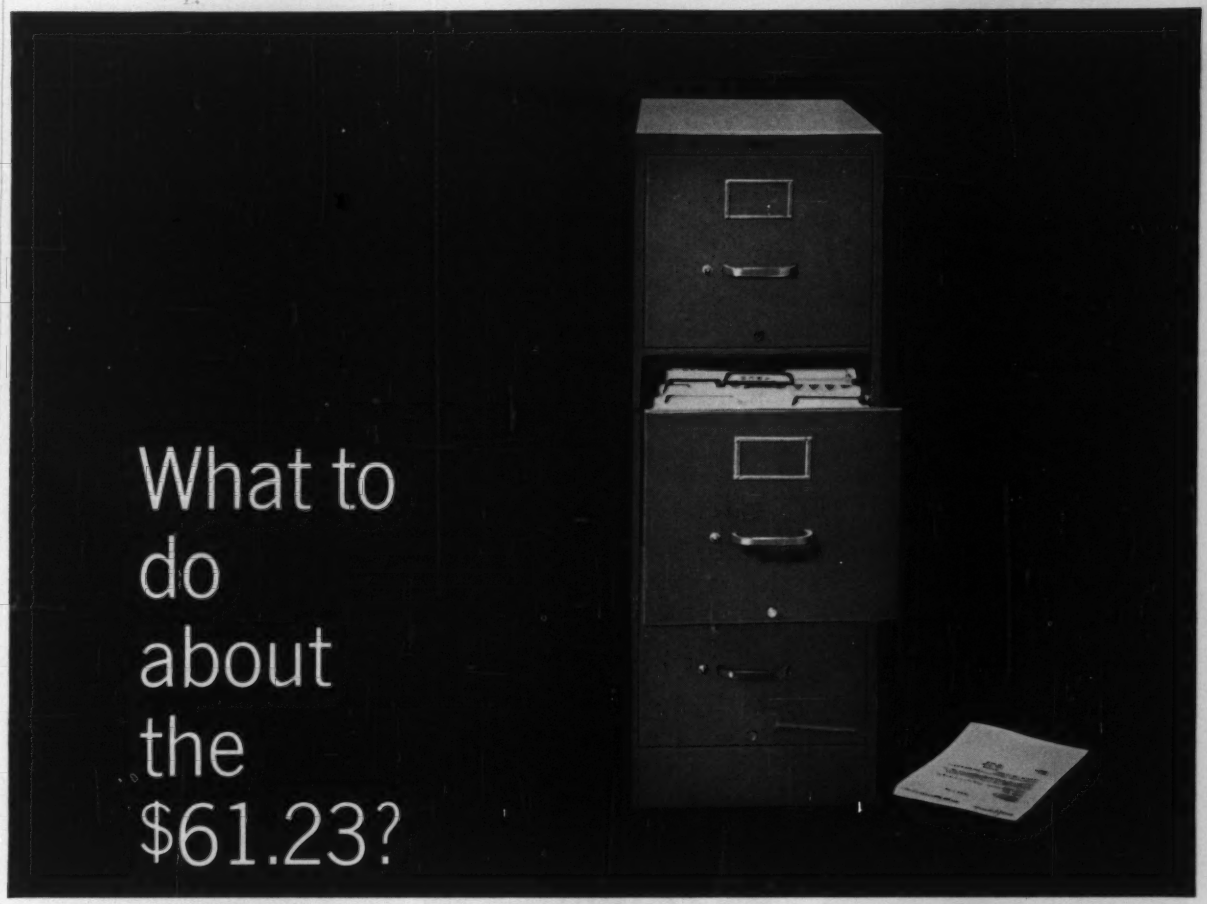
Compromise plans, in which the corporation chooses a basic design for all offices of similar executive rank and allows the executive to choose his own accessories, have

Executive office by Stephen Leigh and Assoc., is furnished in traditional manner.

Voila! The traditional setting is transformed into a working office through access to filing cabinets, storage shelves, closed circuit TV, and a bar.



A comfortable seating arrangement sets off this executive office of traditional design. Paneling is Flexwood.



People who make their living at tracking down facts and finding out things that you could find out yourself if you had the time—*they're the ones who told us* about the $61.23. They added up and averaged many cases of executive time loss, clerk time loss, time loss on makeovers, and other real losses, costs and wastes. And they came up with a real average cost—a loss—of $61.23 for each and every paper of record which is misfiled even temporarily in big or small business, yours and ours included.

Papers that become permanently lost cost more.

There is no sense, we have found from our long-time filing experience at Y&E, in trying to *reduce* the cost of misfiling to something less than $61.23. The only thing to do about the $61.23 is to get rid altogether of the circumstances which cause it. A Y&E aim which long ago led to the invention of a filing system which mechanically prevents misfiling and record loss.

This basic system is fifty years old. Has since had a half century of proof and perfection added to it so that today anyone using it can find filed papers in less than 10 seconds, somewhere near an unofficial world's record we believe.

This Y&E system itself is not for sale. We give it away to anyone who buys Y&E filing guides, folders, indexes and so forth. And the cost of these, we think, is no more than the guides, indexes, folders and so forth which your secretary may now be buying at the corner stationer's.

We have written a booklet which very simply explains the simplicity and working nature of this Y&E system, titled *Y&E Direct Name Filing System*. We will mail you one if you will send us this coupon between now and the next time a misfiled paper costs you another $61.23.

YAWMAN & ERBE

A STERLING PRECISION CORPORATION

1003 Jay Street, Rochester 3, New York

Send me the free booklet *Y&E Direct Name Filing System* please.

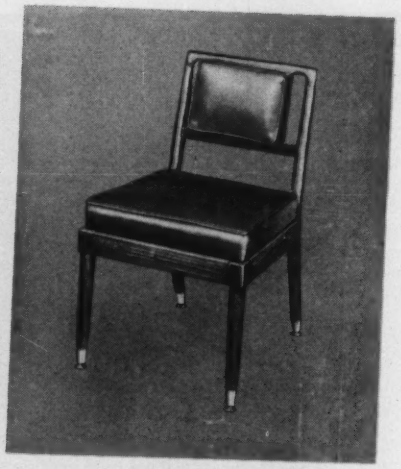
Name ..... Title .....

Company .....

Street .....

City ..... Zone ..... State .....

(Circle No. 51 on Reader Inquiry Card)



LONG RANGE PLANNING... here's how to do it !

Furniture shown from Thomas Furniture Co., High Point, N. C.

Decorate with Du Pont "Fabrilite"* . . . the handsome, almost-indestructible vinyl upholstery. "Fabrilite" stays new-looking—not just for today or tomorrow—but for years. It never shows signs of heavy office traffic . . . soilings sponge away . . . colors glow brilliantly indefinitely. Result? You cut down on heavy cleaning bills, replacement costs. Profits stay with you. Why settle for hit-and-miss stocks. Make a blue chip investment—Du Pont "Fabrilite."

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REG. U. S. PAT. OFF.

BETTER THINGS FOR BETTER LIVING . . . THROUGH CHEMISTRY

DU PONT VINYL UPHOLSTERY

*"Fabrilite" is Du Pont's registered trademark for its elastic-supported vinyl upholstery.

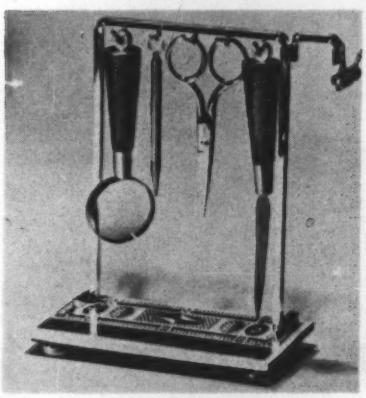
(Circle No. 17 on Reader Inquiry Card)

been successful. Although furniture, closets, communications equipment will be the same in each office, the color and design of fabric will be the choice of each executive. Personal tastes vary to such a degree that the offices appear to be dissimilar in every respect. The company is thus assured of the basic soundness of design in the executive office and derives pleasure from the personal choices of its individuals.

Architectural innovations

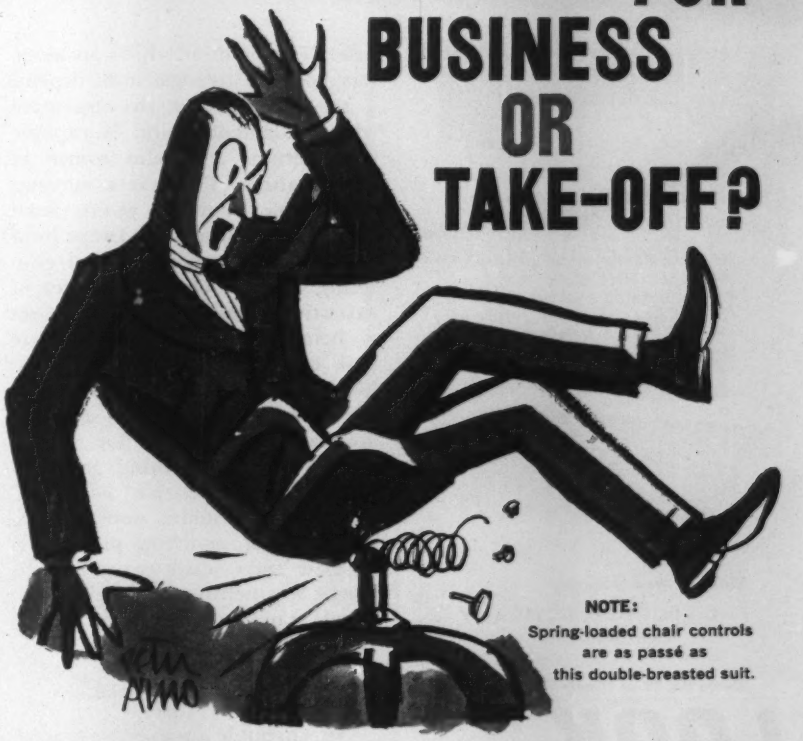
An accessory can be an architectural innovation as well as a movable object of admiration. In place of a wall, one company built an aviary of floor-to-ceiling glass panels between an executive office and the reception area. Work tables, sofas, and bars are often made to fold into the wall; wastepaper baskets are objects of continual concealment. Although architectural deviations are the product of an imaginative interior designer and become a prominent element in the total office design, there are many such accessories that can be placed in any executive office without custom-tailored preparation.

Accessories often become the outlet for executive eccentricities. Chinning bars, ant colonies, steam cabinets, aquariums (one containing a flesh eating piranha) have been items of executive interest in a few



Utensils are handily kept by this desk caddy, a product of M. Wille, Inc.

POISED FOR BUSINESS OR TAKE-OFF?



NOTE:
Spring-loaded chair controls are as passé as this double-breasted suit.

Special-steel torsion bar that can't even be seen from most positions replaces unsightly coil springs, gives superior tilt performance.

One business hazard you don't have to put up with any longer is the coil-spring tilt mechanism in your executive swivel chair.

In one stroke, the Bassick Flo-Tork chair control has abolished all the old tilt-chair bugaboos: springs, squeaks, squirms, and spine-jarring sudden stops at the end of tilting travel.

And a Flo-Tork equipped chair is so simple, clean-looking, smooth-acting... and comfortable... that you really have to see it and try it to appreciate it.

No unsightly, unsafe, protruding springs – Streamlined Flo-Tork replaces bulky, ugly coil spring with compact, lightweight, effective torsion bar–so unobtrusive that only *results* let you know it's there.

No squeaks, no oiling required–Silent Flo-Tork has nylon bearings to take care of that. No metal-to-metal contact in this tilt mechanism.

No squirms–Easy Flo-Tork side adjustment lets you adapt to your weight while sitting normally upright–no stoops, no bends, no getting down on the floor or turning chair upside down.

No jars–Flo-Tork brakes you to a gentle stop at end of travel with a natural cushionjng action.

Office managers: Make sure your next tilting office chairs are equipped with Bassick Flo-Tork–the only modern chair-tilt control. O.28

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A DIVISION OF
STEWART-WARNER CORPORATION

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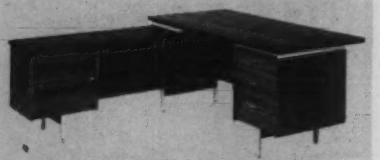
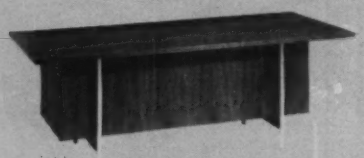
The Template Group



crisp new design in office furniture

Now quantity production makes advance styled furniture affordable and practical for the general office. Interchangeable components allow unlimited combinations.



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THE LEOPOLD COMPANY
Burlington, Iowa

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LOOK AHEAD!

©1960, UPA PICTURES, INC.

Mr. Magoo says you can't afford to be near-sighted about cancer. Too dangerous. Too much to lose. Maybe your life.

Got to look ahead. Play it safe. Many cancers can be cured if detected early and treated promptly.

Be far-sighted. Have a health checkup every year. It could save your life.

AMERICAN CANCER SOCIETY ®

OFFICE DESIGN

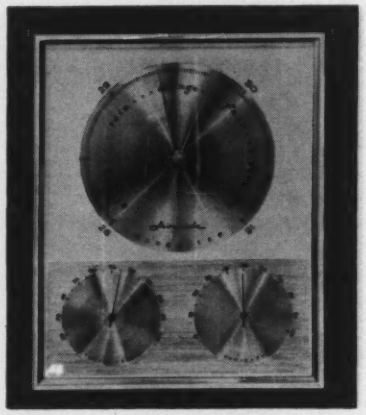
Fashionable: a bare desk Standard: a messy desk

cases. The point at which an accessory becomes a gadget must depend a great deal upon the executive whose judgment should be capable of discerning a tasteful course in such matters. There is a current, fashionable desire to sweep from the desk, as cobwebs are swept from the brain, all paperwork and cluttering utensils. Once the center of executive accessories, the desk set is being challenged by the bare desk top for executive office favor. Modern in design and execution, the desk set still presents a useful approach to accessories for the executive office. Consisting generally of a large blotter pad, calendar, pencil or pen holder, and smoking accouterment, matching pieces such as letter trays, waste paper baskets, clocks, weather instruments, and hat stands, can be extended to the entire room.

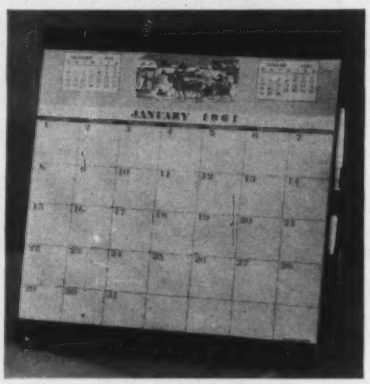
Museum replicas

An ensemble of executive accessories can be matched in natural woods, plastic laminated wood or vinyl, and in matching or complementary decorator colors.

Replicas of museum sculpture are becoming popular accessories for executives with historical or artistic interests. Pieces range from an authentic copy of the Rosetta Stone dating to 196 B.C., which is



Brentwood barometer, thermometer, and hygrometer from Airguide Instrument Co.



Day-Keeper calendar from Eaton Paper Corp., keeps a month's schedule in view.

Working space is quickly obtained from a fold-down work table in the rear of Mr. Learner's office (see p. 69). Couch is below.

I was a Bear . . .

. . . before I got my *Cramer*

Of course I'm still a bear . . . but I'm a comfortable bear . . . Take it from me, Cramer chairs help fight fatigue; they promote speed, accuracy, and best of all they pay for themselves over and over in low maintenance and increased worker output!

I know. I've got a den full!

* Before Cramer

Be sure YOU are Backed by the Best

Write for Complete Details

Cramer POSTURE CHAIR COMPANY, INC.

625 Adams • Kansas City, Kansas

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three feet in height, to the figurehead taken from the bow of the Charles H. Lunt, a clipper ship built in 1859. There are also small pieces of statuary from primitive tribes as well as copies of Rodin.

Plants give the executive office a natural grace

Exact duplicates of originals, by Museum Pieces Inc., are made from molds taken directly from the original. A prepared liquid composition is poured into the mold which then becomes a stone-hard facsimile of the original when dried. After further checking of the copy and more heating, the reproduction is hand colored to match the subtle color tones of the original.

Picture frames are important

Original paintings and good reproductions are assets to any executive office. Moreover, the picture frame should be given thoughtful consideration. A frame can provide the proper setting for a painting and add glamour and completeness to the wall. It more often listlessly surrounds a picture. An oil painting requires expert framing advice and workmanship. The matting or framing of prints requires a similar degree of good sense, if not the facility of expert hands.

Potted plants give the executive office a natural grace that cannot be obtained from other accessories. A blooming plant, or diminutive trees that possess colorful berries and fruit, can add a dash of red or orange to the office as well as the fresh green of living foliage. Nonblooming plants, such as *Ficus Exotica*, give the office a lace-like finesse and soften the strict, unturned lines of contemporary furnishings. Also available are small palms that have lush vegetation and are deeply rich in color.

Is the bar disappearing?

According to a New York decorating firm, the bar is becoming less popular as a permanent accessory in the executive office. Refreshment is more often served from a rolling cart stationed in the organizational pantry than from a niche in the executive office. Some companies equip the executive lounge with small bar facilities instead of the individual offices, while others discourage the practice altogether.

What factors can be responsible for the new trend? None, positively,

Avoid confusion of scraps of paper . . . lost opportunities . . . forgotten duties and appointments. Use the MEMOGENDA. Permits constant survey of work ahead . . . results in working without strain. Checks out completed tasks and builds valuable history of activity. Users say they gain more time for living by making the best use of their working hours.

MEMOGENDA is a 96-page book, wire bound in a flexible leather-like covering. The right hand pages (8½ x 11) have numbered lines, one for each item. Opposite pages are for additional memos . . . includes instructions for use, an annual reminder, 3-year calendar, and active telephone list.

Price $30 a dozen F.O.B. factory, or send $3 for sample, postpaid. Full refund if it isn't the best investment you ever made.

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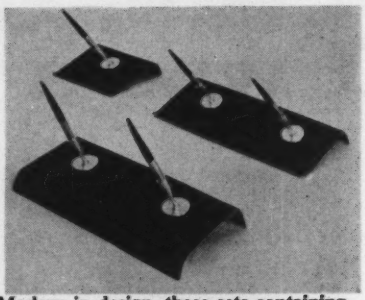

Modern in design, these sets containing Parker Jotter pens are of distinctly grained walnut laminated to aluminum.

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SAMPLES SENT "ON APPROVAL"

Top quality Mail Bags in sizes and at prices to meet every office need! Used by nationally known organizations coast to coast. Write for literature, prices today!

CAN·PRO Corporation
Another Subsidiary of J. M. Nash Co., Inc.
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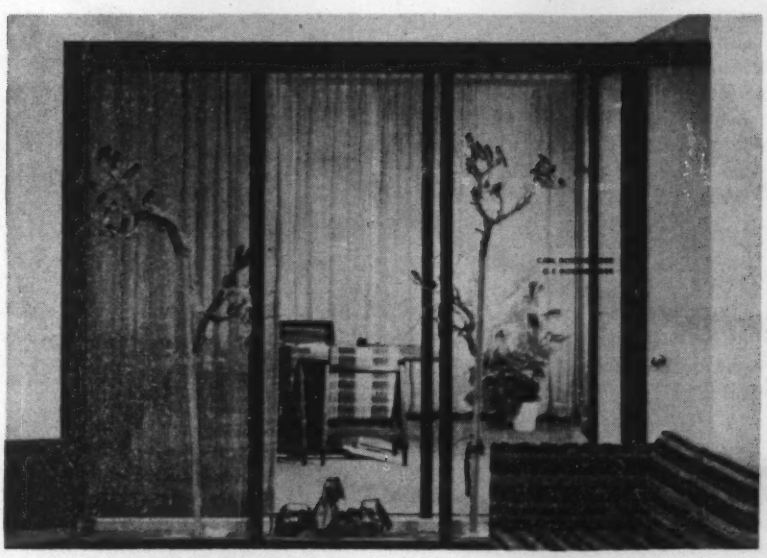
says the design firm. Executive job requirements are changing. The new executive, whose roots have only recently been transplanted from the hothouse soil of the university, has tastes and habits that differ from those of the executive whose tale of success begins at the shipping dock, the workbench, or the mailroom. The shift from a personal bar in the office to the bar in the executive lounge reflects the corporate team approach in which executives have equal status.

There are no rules for the purchase or placement of executive office accessories. Happily, designers and decorators provide a constant stream of imaginative products and groupings that fit into any executive office.

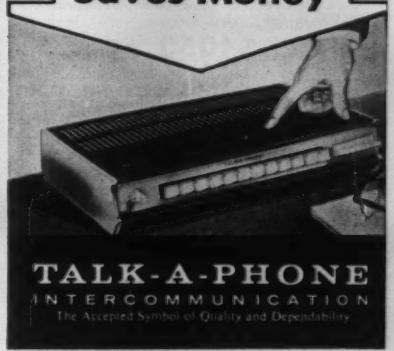
The staff of *Office Management and American Business* wishes to acknowledge the cooperation of the following companies that provided information and photographs: Acme-National Refrigeration Co.; Airguide Instrument Co.; Chicago Desk Pad Co.; Pittsburgh Corning Corp.; Davis Products Corp.; Delux Craft Mfg. Co.; Designs for Business, Inc.; Eaton Paper Corp.; Holcomb & Hoke Mfg. Co.; Hyalyn Co.; Stephen Leigh and Associates; Maison Gourmet, Ltd.; J. F. Marr Co.; McDonald Products Corp.; Museum Pieces, Inc.; Peter Pepper Products; Jens Risom Design, Inc.; Michael Saphier Associates, Inc.; United States Plywood Corp.; M. Wille, Inc.

For a do-it-all kit of refreshment the Debonair "packaged kitchen" from Acme-National Refrigeration Co., offers complete cooking, washing, cooling and storage facilities.



At Coro Inc., the office of the president is visible from the reception area through an aviary of colorful winged accessories. Picture courtesy of Designs for Business, Inc.

Saves Time,
Saves Steps,
Saves Money



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PLUS . . . Incoming Call Chime; Busy Signal; Monitoring Signal; External Relay Control; Reciprocal Power Supply . . . all as standard features of the New TALK-A-PHONE

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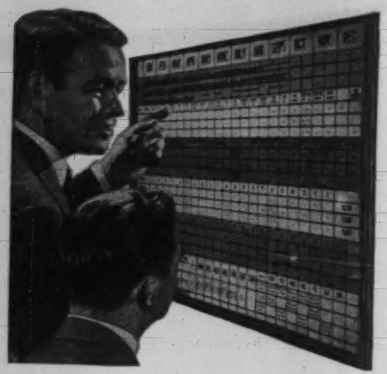

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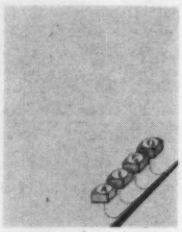
YOURS FOR THE ASKING

CATALOGS

Algebraic compiler C-1

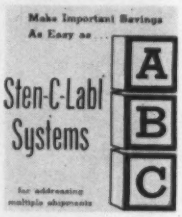


Bendix Corporation, Computer Division, 5630 Arbor Vitae St., Los Angeles 45. A 32-page, illustrated booklet presents ALGO algebraic compiler for the Bendix G-15 general purpose computer. Based on ALGOL, the international algebraic language, the new compiler is explained with the aid of step-by-step examples of operational characteristics; the language of ALGO is described and a typical ALGO program explained.

Mail handling equipment C-2

W. A. Charnstrom Co., 422 South Seventh St., Minneapolis 15. A pamphlet depicts the advantages of mail bag holders in speeding the handling of mail and in lowering handling costs. The holder is made of tubular steel equipped with full swivel casters and folds compactly when not in use.

Label system C-3



Sten-C-Labl Inc., 1821 University Ave., St. Paul 4, Minn. Label systems for addressing multiple shipments are depicted in a colorful brochure. Illustrations show label making as a by-product of invoice, order, or bill of lading preparation on manual or electronic equipment; the label used on a squeeze-feed ink applicator to make thousands of imprints; and use of Sten-C-Labl to imprint Panl-Labl on cartons.

Data conversion C-4

The Digitronics Corp., Albertson, New York. The conversion of data from magnetic tape directly to five-hole tape for teletype transmission at Merrill, Lynch, Pierce, Fenner & Smith, stock brokerage firm, is featured in this brochure. Projected savings in time, space, personnel, and rentals are also discussed.

Computer 6-5

Control Data Corp., 501 Park Ave., Minneapolis 15, Minn. An outline of capabilities of the 160 Computer is presented in a well illustrated 16-page booklet. Areas in which the 160 can be applied are listed, and its expandable data processing system is stressed. The computer's list of 62 instructions is given along with execution speeds. The booklet also describes addressing modes, registers, input-output, and projection.

Labels C-6

Office Products Inc., P.O. Box 6677, 26029 W. Eight Mile Rd., Detroit 40. Products for labeling, filing, and indexing are illustrated and described in a colorful 16-page catalog. Label sizes, model numbers, and other specifications are given.

Steel Lockers C-7

Penco Div., Alan Wood Steel Co., 200 Brower Ave., Oaks, Pa. Catalog 6000 illustrates and describes nine styles of steel lockers for use in industry, offices, and public institutions. Construction features and dimensional information are given for single tier lockers, double tier lockers, multiple tier lockers, air-lite, duplex, and other styles of lockers.

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WANTED: SPEEDAUMAT MACHINES, GRAPHOTYPES, NCR #3100 and #3200, All Burroughs Sensimatics and Billers, Pitney-Bowes, Brandts. Give model and serial for quotation. William Marion Co., Dept. QM., 173 Lafayette St., New York 13, N. Y.

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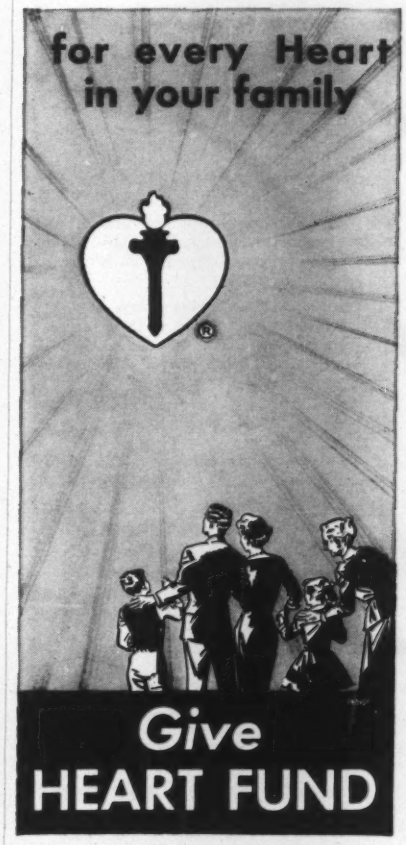

YOURS FOR THE ASKING

CATALOGS

Graphic art film **C-8**

Gevaert Company of America, Inc., 321 W. 54th St., New York 19. A colorful 12-page booklet describes the company's graphic art materials. Entitled "Graphic Films", the booklet describes films for line and half-tone photography, as well as films for continuous-tone reproductions. The new Multimask film is also depicted.

Binder-punch **C-9**

General Binding Corp., 1101 Skokie Hwy., Northbrook, Ill. An illustrated booklet describes the new Combo Punch and Binder, a portable plastic binder and punch.

Printer **C-10**

M. E. Harris, Dept. 1824, Haloid Xerox Inc., Rochester 3, N. Y. The Xerox Copyflo 1824 printer and its ability to reduce the cost of engineering-drawing reproduction is described in a four-page brochure. The machine produces a dry, positive print up to 18 x 24 inches from a microfilm data card.

BOOKLETS

MICR **C-14**

The "Question and Answer Book About Magnetic Ink Printing," was published on behalf of the banking industry to better acquaint the public with the reasons behind the new method of processing bank checks and documents. The booklet explains that banks "like any institution performing an important function . . . must give you the best possible service in the quickest way possible, at the most economical cost." Pertinent questions such as "Why is speed necessary in check handling," and "What problems will come up in check design," evoke equally important answers for the person who wants a firm grasp of the basic MICR principles. Product Information Dept., Moore Business Forms, Inc., Niagara Falls, N. Y.

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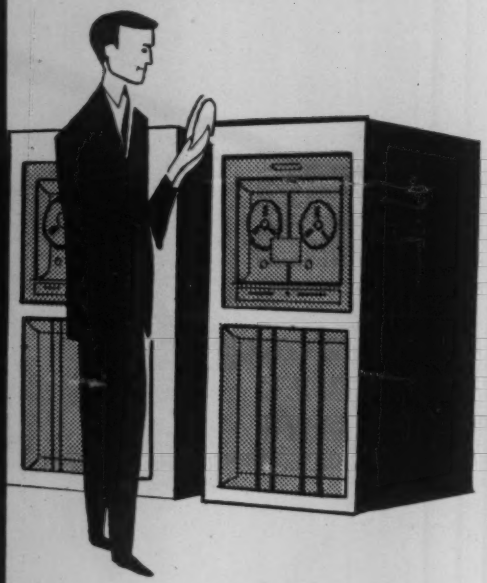
Editorial

THE COLD, GRAY DAWN OF NOVEMBER 9



WHEN THE cold, gray dawn of November 9 broke over New York City, the grim faces at the corporate fortress of Remington Rand Univac and International Business Machines were matched only by the grim faces at Republican headquarters. A sort of weary jubilation prevailed, meanwhile, at Radio Corporation of America's bastion in Rockefeller Center and at Hyannis Port, Mass.

Election night was over. A new President had been selected in one of the closest contests in the nation's history. Truce had been declared in a fierce competition among computer manufacturers.

The story of the see-saw race between Vice President Nixon and Senator Kennedy—and its ultimate result—is well known by now. But the role of the computers in the election bears further reflection. Here, then, is an election-night chronology:

7:04 p.m. (EST)—Univac, on the basis of .3 per cent of the national vote, predicted that Mr. Nixon would win with at least 275 electoral votes to Mr. Kennedy's 103, and called 159 electoral votes undecided. Univac fixed its odds at 10:1 in the Vice President's favor.

7:27 p.m.—The IBM 7090 made its first prediction on the basis of 1 per cent of the returns. It forecast that Mr. Nixon would win as many as 469 electoral votes.

8:00—Univac changed its transistorized mind after 2.3 per cent of the returns were in and awarded 216 electoral votes to Mr. Kennedy, 188 to Mr. Nixon, with 133 doubtful. It put the odds on a Kennedy win at 7:5.

8:02 p.m.—RCA officials had promised that their 501 computer would make a prediction by this time, but everything was officially silent at the Wall Street service center.

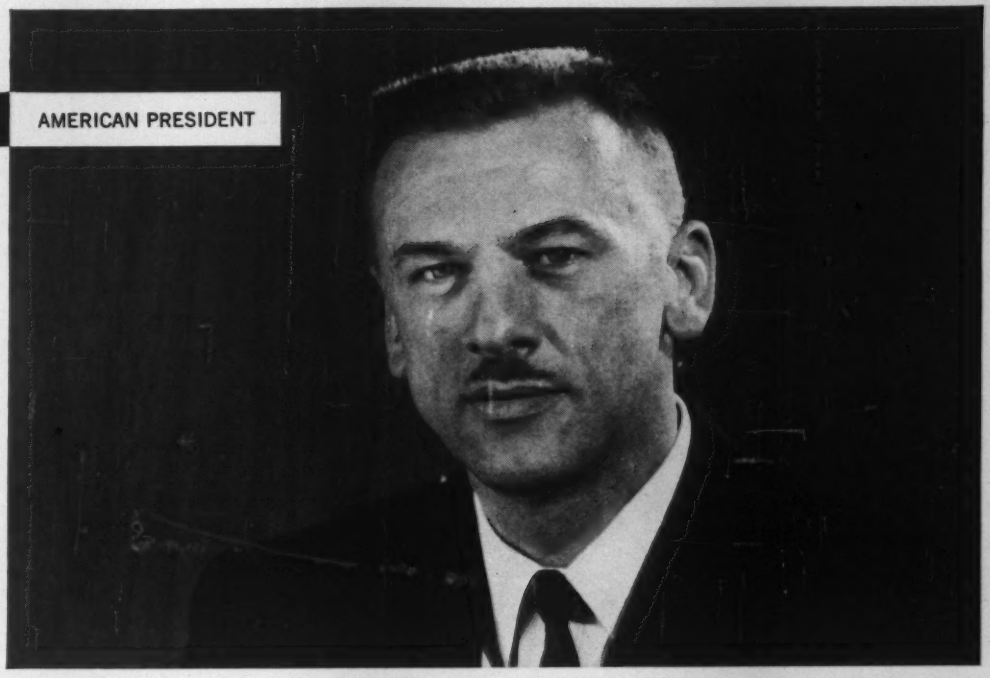
8:12 p.m.—The IBM 7090 also changed its mind and predicted that Mr. Kennedy would capture 51 per cent of the popular votes and 297 electoral votes. This forecast was based on 4 per cent of the total vote.

8:22 p.m.—The silence was broken on Wall Street, and the 501 predicted that Mr. Kennedy would have 51.1 per cent of the popular vote and put the odds on his election at 6.3:1. At 8:32 the Kennedy odds dropped to 3:1, but at 9:20 they rose to 15:1, and by midnight they zoomed to 333:1, the highest the computer could give.

9:45 p.m.—Leonard Hall, Mr. Nixon's campaign manager, summed up the opinion of computers held in some political quarters: "I think we should put all these electronic machines in the junk pile so far as elections are concerned."

What moral can be drawn from this election-night drama? The answer, obviously, is that computers are no better than the men who use them. Man is still the master and the machine, a blindly obedient slave. Computers cannot compute accurately unless they have sufficient and reliable data. This time, in a highly competitive situation, they were required to give answers on the basis of too little evidence. Computers, no more than humans, can come to the right conclusion with the wrong facts.

CONTROL AT **AMERICAN PRESIDENT**



James D. Short, Supervisor of Tabulating, American President Lines

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THE SETTING: American President Lines operates 30 cargoliners and 5 passenger liners. To make up voyage revenue and budget reports, the company collects and sifts mountains of data from scattered ports all over the world.

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THE SYSTEM: Data received is put on punched cards. An electronic accounting machine processes the cards, converting to U. S. standards, and prints the information on a daily summary sheet, an interim revenue report. This is revised daily as new figures come in and, in its final stage, is the final accounting.

After a ship has sailed, more incoming data is carded and radioed to sea. After a 120-day cruise, a budget report is run off, summarizing the vessel's performance—estimated vs. actual. A final budget report compiled in 10 days, as against 8 man-months, is the basis of management decisions on cargo matters, revenue volume, receipts and expenses, equipment needs, etc. The system speed-up resulted largely from eliminating 300,000 tedious manual postings a year—a crucial operating gain. The Moore forms in the system are the Line's control in print.

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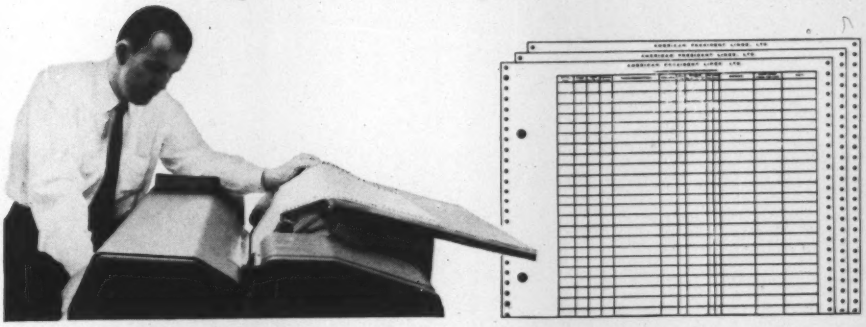

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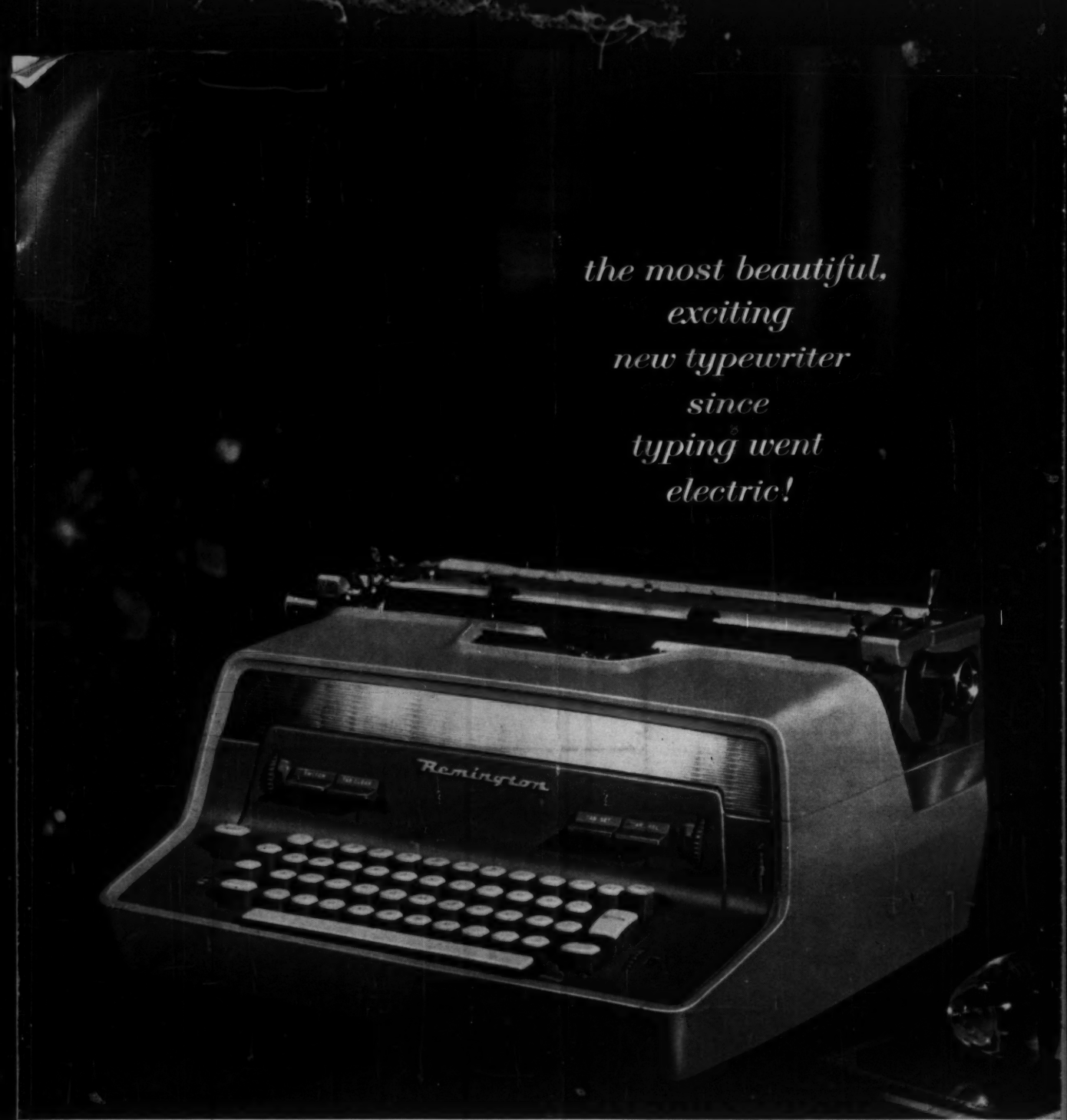

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